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hereford.anglican.org

CROSSING THE THRESHOLD

A STEP-BY-STEP GUIDE TO DEVELOPING YOUR PLACE OF WORSHIP FOR WIDER COMMUNITY USE AND MANAGING A SUCCESSFUL BUILDING PROJECT



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This is an updated and expanded edition of the Diocese of Hereford's 2013 toolkit entitled 'Crossing the Threshold' (first published 2009).

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www.allchurches.co.uk

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WELCOME

4

This section has been intentionally removed as it included an image and signature of a former Vice President of the Churches Trust

5

Rt Revd Dr John Inge, Lead Bishop on cathedral and Church Buildings, Church of England

6

Bringing Buildings Back into Mission by Becky Payne and Wendy coombey

STAGE 1: PREPARING THE GROUND**CHAPTER 1**

17

DEVELOPING YOUR VISION

will help you develop your vision, after talking to your congregation and other current users of your church building and reassessing your building.

CHAPTER 2

30

UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY

explains how to consult with your local community to ensure that your project delivers something that will be valued and useful.

CHAPTER 3

49

DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES

will help you set up your team, making sure you have all the skills you need. It also highlights some of the areas where your policies will need to be agreed and recorded.

CHAPTER 4

63

GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE

will help you to decide on the right organisational structure for your project that allows you to do what you want to do and importantly to retain the right level of control over what happens within and to your church building.

CONTENTS

STAGE 2: LOOKING AT YOUR OPTIONS**CHAPTER 5**

85

DEVELOPING YOUR IDEAS - OPTIONS APPRAISAL, FEASIBILITY STUDY, ARCHITECT'S BRIEF AND THE DESIGN STAGES

helps you to assess all the options and work out which solution your Group feels provides the best solution and is the most feasible. It also offers guidance on writing statements of Need and Significance and explains the process of appointing an architect.

CHAPTER 6

118

BALANCING THE NEED FOR CHANGE WITH HERITAGE AND LITURGICAL CONSIDERATIONS - LEGALITIES AND THE CHURCH PLANNING PROCESS

helps you to design your building project while taking into account the heritage of your building and liturgical requirements. It also explains the permission process.

STAGE 3: DELIVERING YOUR PROJECT**CHAPTER 7**

135

PLANNING YOUR PROJECT

will help you develop a plan at the beginning of the project, and then keep it up to date as the project develops, so that you always feel in control.

CHAPTER 8

150

WRITING A BUSINESS PLAN

explains how to make a strong business case for your project which will help you to access financial support.

CHAPTER 9

163

ENSURING YOUR PROJECT IS SUSTAINABLE
takes you through all the elements of a project that you should consider to ensure your project is sustainable in the long term.

CHAPTER 10

180

RAISING THE FUNDS

will show you how to develop a fundraising strategy which is a written plan that details your funding objectives and how you are going to achieve them. Describes the different methods of raising money.

CHAPTER 11

199

IDENTIFYING THE RIGHT EXTERNAL FUNDERS

helps you identify the funders most likely to fund your particular project and how to manage the process of making applications.

CHAPTER 12

212

COMPLETING APPLICATIONS – SELLING YOUR PROJECT TO FUNDERS

explains how to complete application forms in the most effective manner.

CHAPTER 13

222

MANAGING PROJECT CASH FLOW

provides guidance on how to manage your cash flow while the building works are in progress and also once your new activities are up and running.

CHAPTER 14

228

MANAGING THE BUILDING WORKS ON SITE

Although, most of the activities described in this chapter will be carried out by your architect, it is important that you understand what is happening as ultimately it will be your responsibility.

CHAPTER 15

241

THE FINAL STAGES - CLAIMING MONEY, CELEBRATING, IMPACT AND EVALUATION

explains how to undertake an evaluation of your building project and what actions you can take to sustain the next stage of your project.

CHAPTER 16

255

FURTHER INFORMATION

Advice on where you can find more information on all aspects of developing a community project and managing a building project.

WELCOME

The United Kingdom's churches, chapels and meeting houses are a unique part of our national story. At the heart of communities in cities, towns and villages, they are a veritable treasure trove of architecture, history and faith.

Although we hear much about declining numbers of people attending church services, church buildings remain a tremendous national asset, much loved by the public.

According to the results of a December 2016 ComRes poll on church heritage, more than four in five Britons (83%) agree that the UK's churches are an important part of the UK's heritage and history. 80% agree that churches are important for society as they provide a space in which community activities can take place.

Many places of worship are kept alive by volunteers. Together with clergy and professional advisors, they work tirelessly to ensure that places of worship are well maintained and secure for the future.

It is testament to their commitment that so many church buildings continue to survive.

'crossing the Threshold' is an invaluable resource which will be of great use to anyone undertaking major renovations and also for congregations looking for new ways to place their church or chapel at the heart of their local community.

With vision, planning and, of course, funding, churches and chapels can find new ways of being of service to people, thereby continuing to play a vital role in the life and well-being of local communities.

They may be historic buildings. But churches and chapels can be part of our future, too.





Church buildings are holy places. That is to say they are set apart to bear witness to the sacred and to the life of faith, to a three-way relationship between God, people and place. Since the earliest days, church buildings have served as shrines and ‘way-markers’ in the landscape, witness to the saving events of Christian history, being a prophetic presence in the midst of secular society and an eschatological sign of God’s future.

Church buildings are powerful signs and symbols in the landscapes and townscapes of our nation. The terms ‘pointers to God’ or ‘sacraments in stone’ are often used of our church buildings, referring to their primary purpose as places of worship for the communities in which they are placed. In that role, church buildings embody (bear witness to) the first great commandment - to love the Lord our God. They need also to embody (bear witness to) the second great commandment - love for our neighbour. *Crossing the Threshold* is a practical resource to encourage and help congregations to find ways of opening up church buildings to their local communities in order to do just that.

FOREWORD

The report of the Church of England’s Church Buildings Review Group, which I chaired, was published in 2015. The report emphasised that, in addition to their role as places of worship, our church buildings need to be *‘sensitively combined with service to the community. The imaginative adaptation of church buildings for community use in many areas is breathing new life into them’*. Welcoming the community to make more use of church buildings may, in many cases, be the key to their continued survival.

These buildings have an enormous impact on how the Church and the God we worship is perceived by those beyond the congregation. The faith we proclaim, will, whether we like it or not, be judged by our buildings. If they are closed or look miserable and uninviting then, for those beyond our congregations, the same is seamlessly true both of the worshipping community and also of God.

“Sir, we wish to see Jesus” was a request made by some Greeks to Philip (John 12:21).

It is a request which is just as valid in our own time as it was when originally made.

It is a request made by people on the outside to those on the inside. Getting people through

the door, to cross the threshold, is the first challenge. The way to do that is to have something inside that people want.

We need to work to have buildings which facilitate relationships, buildings which enable:

- engagement
- encounter
- being alongside
- dialogue

If they are effectively to serve their communities as well as being places of worship, church buildings should be:

- a meeting place for the community
- a place for learning, listening and telling stories
- a place for creative and artistic endeavour
- a threshold between heaven and earth

‘Crossing the Threshold’ provide the means to achieve these objectives. I commend it wholeheartedly.

+John Wignorn: Lead Bishop on Cathedral and Church Buildings

INTRODUCTION

BRINGING BUILDINGS BACK INTO MISSION



“We have been entrusted with the care of many beautiful and historic churches. These have been passed down to us from previous generations and our challenge is to care for them, maintain them and pass them on to those who come after us in at least as good a condition as that in which we received them. Our church buildings can be a valuable asset. They are a focal point for our communities, a reminder of God’s presence and starting point for our worship, ministry and outreach in mission.”

The Diocese of Liverpool (CofE)
www.liverpool.anglican.org/Buildings

IMPORTANT NOTE

Although this document is written from an Anglican viewpoint, and uses Anglican terminology, we hope and believe that it will be helpful to all denominations, and it is offered freely to anyone who can make use of it. Our case studies cover a range of denominations, and we give references to the tools and resources produced by a range of faith groups, not only Anglican. We think that it should be straightforward for those of other denominations to apply the toolkit to their situation, taking from it what is useful, and ignoring the rest.

AN INTRODUCTION TO THE RESOURCE

The guidance in this toolkit will be useful to any congregation which wants to develop a new vision for their church which will include opening up their church building for wider community use and may also include making physical changes to that building.

Much of the information in this resource will apply to any major building project in a church including repairs. In particular, the toolkit supports churches considering making alterations that would enable them to use their buildings for wider community purposes.

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



Specifically, we hope it will help you to:

- develop those parts of your church's mission, which are about community use and involvement.
- use your building to reconnect with your local community while also providing a sustainable future for your church as a place of worship.
- achieve the balance between conserving the historic fabric of your building/s and the desire to make your church more accessible and able to meet the needs of a 21st Century place of worship.
- understand the process and the stages involved in getting a community-based, re-ordering project off the ground and through to completion. This will include guidance on managing a building project whether repairs and/or new capital works.
- understand how to manage any major church building project whether it involves repairs and/or new capital works.

THE CHURCH BUILDING

Many congregations have a positive view of their church buildings; for some, the buildings are in excellent condition, well used, well cared for and the congregation is sustainable both in terms of finance and in the numbers of people who attend and worship. Many have successful Friends Groups helping with the repairs and care of the buildings, and many are still firmly placed at the heart of their communities, part of the spiritual and social glue that holds people together and becomes part of their sense of place. However, it is fair to say that in some cases this isn't the case, and with too few people, little money and an awareness of the big responsibility, a congregation's view of their church building can be a less than positive one.

The care and upkeep of a building is not the primary reason why people join a church and yet congregations find themselves inadvertently responsible for a building which with its expensive repair costs and complex maintenance needs, they may feel drains their resources and impacts negatively on what they really want to do. The building can feel like a millstone, too big for the congregation's needs and too inflexible and when they want to make changes, there are a host of other organisations which have the right to get involved and place restrictions on some of those changes.

Many congregations are rediscovering the role that their church building can play in their mission. It is for many of them, after people, their most important asset and congregations across the country have been working with others in their communities to develop a range of new and extended uses for their buildings.

We hope that this resource will help congregations to view their building somewhat differently. Our church buildings as well as being a witness to the glory of God, also provide wonderful opportunities for outreach and for witnessing the glory of God. They can become an asset for their communities and with a bit of vision and perhaps some sensitive adaptations, they can be used for seven days a week.

THE CHURCH OF ENGLAND'S CHURCH BUILDINGS REVIEW

In October 2015, the Church of England published a Review and Consultation document on how the Church might manage its church buildings in the future. It highlighted the challenge facing our parish churches especially the rural ones commenting that 'the underlying challenges are likely to grow unless decline is arrested and reversed' (para 54). This is a challenge affecting many of our denominations. www.churchofengland.org/more/media-centre/news/launch-major-new-report-how-church-england-manages-its-16000-church

In addition to the statistics contained within this report, the sobering fact is that about 98% of the population today have no formal commitment to their parish church. In other words, only about 2% of the population are on the electoral roll for their parish church, and even then not all will actually help fund it; the percentage on the electoral roll has been falling for many years, and now stands at about one third of the level of fifty years ago. (Trevor Cooper, October 2016)

However, there is some good news:

- Even if people no longer go to church in the way that they used to, we know that people still value and care about these buildings. *'More than 83% of Britons agree that the UK's churches, chapels and meeting houses are an important part of the UK's heritage and history and 57% of British adults said they had visited a church, chapel or meeting house in the last year'*. Findings of the ComRes poll, commissioned by the National Churches Trust, which interviewed 2048 GB adults online between the 15th and 18th December 2016. www.nationalchurchestrust.org/2017poll
- The 2015 *'Released for Mission'* report states that 54% of Anglican parishes run at least one organised activity to address a social need in their area, tackling issues including loneliness, homelessness, debt, low income, unemployment or family breakdown.
- *'The Church in Action: A National Survey of Church-Led Social Action'* (Church Urban Fund 2015) found that on average, churches are addressing seven different common social uses, and a third are tackling nine or more. 14% of churches use their premises for food banks, 81% are involved in food banks in some way, and 22% of churches offer debt or money management advice.
- This research also showed that churches are able to provide as many activities to address social need in rural locations as they are in urban locations; moreover its analysis of the number of organised activities shows that there is hardly any variation between the activities provided in listed and unlisted buildings, indicating that listed status is not the barrier to social action it might be perceived to be.
- National and local government and public sector agencies are increasingly acknowledging the contribution of faith groups to social cohesion, education, and regeneration. Research is available which shows that faith groups have a special contribution to make. They are deeply rooted in community life, able to reach out to the most vulnerable groups, and are well placed to provide high-quality local public services.

THE CHURCH BUILDING AND ITS LOCAL COMMUNITY

As well as looking after the spiritual needs of the local community, part of the mission of churches has always been to work among and for the well-being of the entire local community, not just for the benefit of those who attend services.

Many communities up and down the country are facing the centralisation of public services and seeing facilities such as their local pub, post office, shop, youth club and school close. In many areas, and especially in rural and suburban areas, the church building may be the only community building left. Increasingly, this is becoming the case in inner-city areas too as institutions such as the banks, the Post Office® and even public houses withdraw from “poorer” areas which fail to provide them with sufficient profit. These factors can provide the opportunity for a church to reconnect with and return to the heart of its community.

Across the UK, you will find churches hosting a variety of activities and providing space for a range of community services, which include:

- civic events and cultural activities, such as exhibitions, drama performances, concerts and rehearsal space;
- community services e.g. children’s centres, mother and toddler groups, playgroups, after-school clubs or drop-ins for youth groups or elderly people;
- support services e.g. projects to support the homeless, asylum seekers, refugees and other vulnerable groups, food banks, welfare/debt advice services, credit unions and Citizens Advice

Bureaus, health centres, doctors’ surgeries, satellite community police stations;

- resources for school educational visits and local tourism; heritage centres;
- public meeting spaces for councillors’ surgeries and ward or area meetings, polling stations and other public meetings;
- premises for vital services such as school halls, community shops, farmers’ markets, libraries, cafes, internet cafes and computer clubs, training centres and adult education, arts centres, outreach post offices and community banks; and
- short mat bowls, pilates, yoga, table tennis, exercise classes.

All of these activities are taking place in ‘living churches’ that are still in use as places of worship. The activities may be organised by the church itself, by an outside organisation or by a partnership between the two. These uses have required varying degrees of physical intervention into the building. They cover a wide range of sharing options with many different types of organisations employing varying administrative and legal arrangements.

The ideal project enables the building to continue as a place of worship, while at the same time helping to meet a specific need or needs of the community. Furthermore, using the building, and where appropriate, attached land, can better secure the building’s future by generating an income. By providing additional services to the community it will create a wider group of people able, and importantly willing, to take on the shared responsibility of maintaining the building.

Developing a community project and re-ordering or adapting your church building are not simple processes. Any project, even small ones, will involve vision, a lot of hard work, determination and a team of people. It will raise issues which have to be faced thoughtfully and worked through. Many buildings are protected by law in recognition of their historic and architectural merit. The need to ensure that any alterations are sensitive to its historic fabric and cultural significance while making the building fit for 21st century purposes must be met. The wish to create a community space while preserving some or all of the building as a space fit for worship has to be carefully balanced. Many of these buildings are loved by their local communities and are viewed by many as sacred places (and that word itself means different things to different people); so change has to be introduced carefully and with due consultation. It takes a lot of careful thought, creative ideas and good design. It will also involve a range of skills, some of which you will find within your congregation and wider community, and others that you may have to develop as you go along.

As church buildings are being used for an ever increasing number of community activities over the last few years, perhaps one key lesson has been learnt: the value of accessing support and funding from a wide range of support networks and funders.

Concurrently, secular funders are recognising the ‘community’ role of places of worship and including them on their lists of eligible organisations.

Churches are also working together with people and groups in their wider communities on projects. **Community development** is a process where community members come together to take collective action and generate solutions to common problems.

Churches and their buildings are now crucial to the well-being of many communities.



“But if a theological resonance is found between the twin values of beauty and justice, then a historic building can be made more beautiful partly in order to make the world a more just place. We will redecorate the church interior, or install toilets, or a small kitchen, partly in order to make it a more beautiful place for the local mums and toddlers or night shelter project. It is the same principle as not keeping the most beautiful tea set in the glass cupboard where the cups and saucers become ornaments, but using them for the hospitable purposes for which they were made.”

Revd Lucy Winkett, Rector of St James’s Church, Piccadilly taken from the National Churches Trust’s Annual Review 2016-2017

HOW TO USE THIS RESOURCE

This guide aims to take you step by step through the various stages of developing and carrying out a major community project and building project. While no two projects will ever be exactly the same and developing and managing a community project is not an exact science, we hope that this guide can at least explain the basic processes, make you aware of the many issues involved and offer useful tips along the way.

We would suggest that it is a good idea to initially read through the complete guidance so that you understand the whole process. This will help you with your project planning. Note that although the chapters cover different areas, many of the stages will need to run concurrently.

Overall resources are provided at the end of this toolkit and we also provide a list of resources specific to each particular area at the end of every chapter for you to follow up. There are plenty of resources available, some written specifically for church groups and others for community groups. Searching the internet can lead to a whole range of ideas and support, but we hope that we have provided the essentials.

Everything written in the toolkit is based on two things, existing good practice from the voluntary and community sector, and real life examples from parishes and church communities all over the country that have decided that part of their mission is to share their buildings with the wider community. Every project is different, every project has had its high points and low points – but the one thing they all have in common is that they have followed a process that has led them to achieve what they set out to achieve. What worked for one group or community may not be the same for another and what was stressful or difficult for one parish or church, may not be a problem for another – but if you follow the procedures and advice contained in this toolkit, we feel you won't go far wrong.

We have also included **case studies** to illustrate the range of possibilities. For these, we have tried to use examples where there are good websites so that you can read more about any project that interests you.

We hope that this resource will help you to get the very best of the experience; the best for you and those with whom you work, for your church building and the community it serves. It will help you to think about what the building offers and could offer, to weigh up the options for what you might achieve, dream up ideas, explore the apparently impossible and the wildly exciting. It will help to identify who might also want to be involved and what contributions they can make.



Becky Payne and Wendy Coombey
November 2017

BEFORE YOU BEGIN

OUR TOP TEN TIPS



1. Key is engaging with others early in the process; this includes your congregation, your wider community and other organisations in your community.
2. Many funders will not support a project that promotes religion. You must be able to clearly separate your community activities from your faith-based activities. Community projects are still part of your church's mission, but are not about promoting religion.
3. Developing a clear vision of what you want to achieve and why, is one of the most important aspects of any project. Every church building differs in size, the materials it is constructed from, its history and the size of its worshipping community. Every community is different and so are its needs. Your project should fit your particular set of circumstances.
4. Bear in mind that often only minor changes will enable a church building to continue serving its worshipping community while also being able to offer new services to the wider community. It is not always necessary to undertake a major reordering.
5. Think about starting small and trying things out before embarking on a major re-ordering. Remember that small changes can achieve a lot.
6. Time spent researching and planning before the project starts is never wasted. Applying for grants can be onerous and time consuming, however, if you have fully developed your vision and objectives and worked out an implementation plan, a budget, developed strong relationships with your partners and set out how your project will be sustainable in the future, it will be a lot easier.
7. Be professional and business-like in every aspect whether designing a poster or organising a fund-raising event. Potential funders and supporters, including your local community, will want to see that you are a professionally-run group capable of managing a project from development through to completion and beyond.
8. A major building and reordering project can take anything between 3 and up to 10 years from start to finish. In general, whatever length of time you first think a project will take, in reality you may need to double it.
9. Be realistic about what is achievable.
10. You're a church – so remember to pray throughout the project and trust in God's vision.

HIGH LEVEL TASK LIST

Many of these tasks will need to happen concurrently.

CHAPTER NUMBERS



TASK	KEY ACTIONS	WHO IS INVOLVED
A Establish your church vision and the aims of your project	Develop a mission statement & purpose of project.	0
	Consult with community and local agencies.	0
	Understand your building by writing Statement of Significance. Define need for the project by writing Statement of Need.	0 0
B Establish robust structures to deliver your project and for when new activities up and running	Decide how you are going to manage the development of your project eg: create a Building Group.	
	Define roles.	0
	What form of Governance will you need for the project once up and running?	e
	Plan how to communicate to stakeholders throughout length of project and beyond.	0
C Develop proposed detailed timelines and budgets for your project	Think about sustainability of all parts of your project	8
	Plan the project	7
	Start developing fundraising strategy.	G
	Start compiling Business Plan and financial plans for both building project and for when new activities 'up and running'.	0
III Appoint professional support	Keep congregation, church leaders and community informed.	0
	Interview and appoint architect.	0
		Building Group. Fundraising Group. Treasurer.
		Building Group.

TASK	KEY ACTIONS	WHO IS INVOLVED
E Develop a design and estimated costings	Drawings and plans.	5 6 Building Group. Architect. DAC or equivalent.
F Finalise fundraising strategy and implement	Gift/Pledge days for congregation. Local fundraising. Applications to Trusts and funders.	10 11 12 Fundraising group. Volunteers to run local events. Communications person.
G Obtain the necessary permissions	Consulting with DAC or equivalent; other bodies where necessary eg: Historic England, Amenity Societies, secular planning authorities.	6 Building Group. Architect and other professional(s). DAC or equivalent. Other agencies.
H Get works on site and complete the building	RIBA Stages, appointing contractors. Agree works schedule and timetable. Managing cash flow. Sign off Completion of works.	14 13 Building Group. Architect. Communications person. Open Days/wider community.
I Open the building and manage the activities	Plan official launch. Set expectations of congregation on how building may be used differently from the past. Monitor and adjust regularly Business Plan.	15 Communications person. Church leadership to set tone. Management Group which may be different from Building Group.

Fig 1 High Level Task Chart

PROJECT TIMELINE

Here is a project timeline which aims to show in another way, the order in which different parts of the project have to happen and how they may overlap.

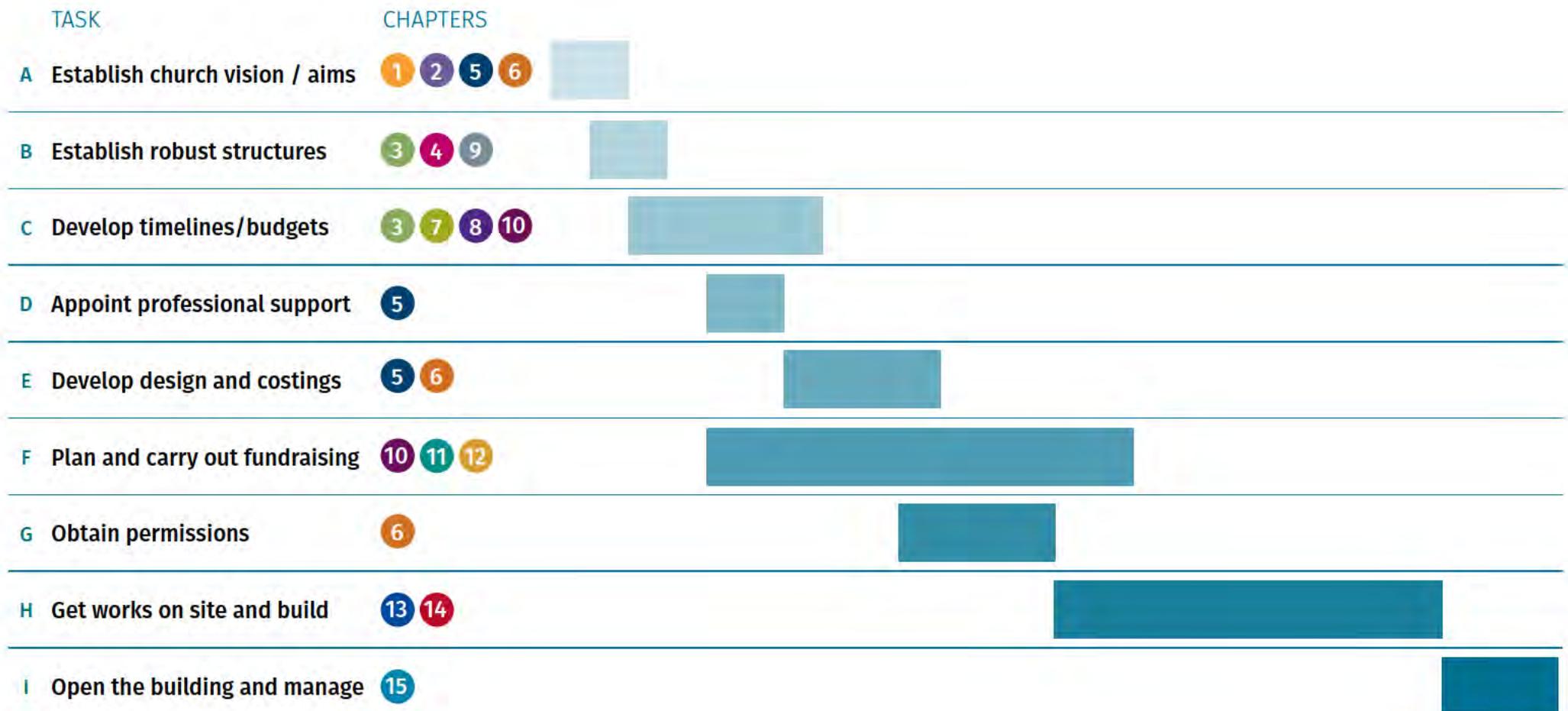


Fig 2 Project Timeline

STAGE ONE

PREPARING THE GROUND



CHAPTER

1

DEVELOPING YOUR VISION

TEAM PRAYER

LORD, We have come together in the name of Christ to offer our thanksgiving for all the wonderful gifts of creation and redemption, to hear and receive God's holy word, and to pray for the needs of the parish, that by the power of the Holy Spirit we may give ourselves to the services of God. We pray that our picture of the future would not be limited to our own hopes, ideas and agendas, but that they would ultimately come from you. Birth your vision in the hearts of your people and may the pursuit of your vision bring honour to our Lord and Saviour Jesus Christ.

Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



“Every place of worship has a mission to its community.

Each church can seek to articulate this, or develop it, in different ways. The most important task for any parish is to try to work through, honestly, objectively, and prayerfully, what it means to be people of God in their own community, location and circumstances.”

Resources for Rural Places of Worship,
Germinate: Arthur Rank Centre

www.germinate.net/church-life/rural-church-buildings/7-getting-the-most-out-of-your-buildings

CLARIFYING YOUR MISSION

From the very beginning, ground all your thinking and planning in the reason for your existence – your special part to play in God’s mission of love for all people and creation. Sentence starters such as “We exist to...” “We see our special part to play in God’s mission as...” “Our mission as the church in... is to...” will help. Focusing from the start on what is really important will guide your steps as you develop vision and plans for how your building could be used in all sorts of creative ways for God’s mission.



© Empowering Design Practices

DEVELOPING YOUR VISION

What do you picture? How do you see your church building serving God's mission locally? Begin by discerning and praying. Your overall vision and aims should not be too specific; particularly if your church may go on to do more projects. Example aims could be:

- to improve the quality of life for the local community
- to broaden the range of activities taking place within the local community
- to improve the accessibility of your building for community events
- to use the church building more effectively

You may want to develop a **vision statement** which is usually one sentence and is an aspirational description of what your church would like to achieve or accomplish in the mid-term or long-term future.

Examples might be:

We want to make our inhospitable, cold and dark place of worship, a place of light and warmth and a welcoming space so we can meet the spiritual and social needs of the whole community.

To make our church more welcoming and by the provision of facilities be able to share our space with support services for children.

It is often helpful to turn this thinking into a short **mission statement** memorable enough to come to mind as a kind of compass to help you steer and make choices.

Developing a simple **mission action plan**, will help you identify a range of actions, faith-based and community-based, that together with taking into account physical facilities, will take forward your mission. Your mission aims may include for example spreading God's Love and helping the most vulnerable in your community in Christ's name. This will help you set priorities and identify what it is you hope to achieve. It will help to keep you focussed and clarify to others the reason for your existence. That means that any proposals to change or develop the building that you consider will be held in a mission context that you are clear about from the beginning. Most dioceses and denominations will have guidance on mission development and planning on their websites.

Vision: A big picture of what you want to achieve ie: your dream. A statement that describes how the future will look if you achieve your ultimate aims.

Mission: A statement of the essential overall purpose of an organisation i.e. a statement of how you will achieve your vision. Does not state an outcome. Contains no time limit or measurement. It describes what you do, for whom you do it and the benefit.

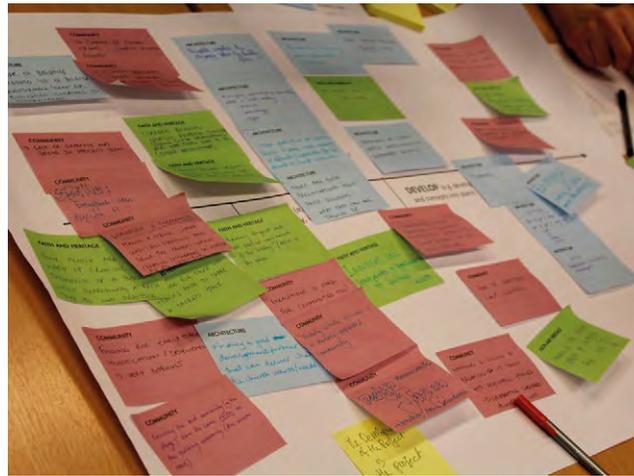
Objectives (sometimes called aims or goals): Specific, quantifiable, realistic targets that measure the accomplishment of a goal over a specified period of time. They should be measurable in terms of whether or not they are achieved. They should also set out the process and the person who is responsible for the achievement of the objective.

HOW TO MAKE YOUR CHURCH VISION A REALITY

The next stage is to identify what this could mean practically and think about specific projects.

If your vision involves using your church building more effectively, then it will be important to be informed about its current physical condition and provision of facilities.

It is pretty much now accepted that if a congregation wants to grow and also offer a more welcoming building then they will need to be able to provide toilets and catering facilities.



'When people were asked what would most encourage them to visit churches, the top five responses were:

- *a friendly welcome;*
- *the provision of toilets;*
- *a café or refreshment area;*
- *comfortable seating;*
- *access to useful visitor information.'*

Findings of the ComRes poll, commissioned by the National Churches Trust, which interviewed 2038 British adults online between the 16th and 17th December 2015.

www.nationalchurchestrust.org/news/our-new-opinion-poll-public-attitudes-church-buildings



A BUILDINGS AUDIT

You need to ensure that you are up to date with the physical condition of your church building. Your latest Quinquennial Inspection report will provide details on outstanding repairs. It may be that you will have to undertake major building repairs before you can open up your building to a wider use.

Look at how you currently use your church building. A useful practical exercise is to walk around every bit of your church and look at how all of its space is being used. Are there wasted areas or areas filled up with old pieces of furniture that are not being used? Too often churches become cluttered with old junk that has been “donated” over the years. To help concentrate the mind, think of this as “fuel for a fire” – a hazard – and deal with it accordingly!

Look at all your other assets - you may have a hall or another building. Is it being used as effectively as it might be?

It would also be pragmatic to look at how you are currently managing maintenance. Is it being done in the most effective way? Do you undertake regular inspections? How are you ensuring that necessary tasks such as gutter and downpipe clearance are being carried out? Are you aware of your energy use?

OWNERSHIP

It sounds obvious, but if you are planning changes to the access to your church or thinking of selling a hall, wanting to add an extension to your building or create increased parking, then it is always advisable to check who owns land around the church and churchyard. Find out about any rights of way especially those which provide access. Check whether there are any covenants attached to your land.

IS YOUR BUILDING LISTED?

You can find out if your building is listed from your local authority. Usually this information will be available on the planning or environment pages of their website. Larger public libraries should also have this information. However, you can obtain a copy of a listed building entry for a church in England, by simply visiting the National Heritage List, which can be accessed here www.historicengland.org.uk/listing/the-list. For Scotland, you can search the Designations list here www.portal.historicenvironment.scot/designations

IS YOUR BUILDING ON THE HERITAGE AT RISK REGISTER?

You can find out if your church is on the HAR Register by visiting the online register here www.historicengland.org.uk/advice/heritage-at-risk



IS YOUR CHURCH IN A CONSERVATION AREA?

You can find out if your church is in a conservation area by contacting your local planning authority. They will be able to tell you when it was created, how far it extends, the reason for its creation and the level of protection in place.

Even easier, for **Church of England** and **Church in Wales** churches, you can consult the **Church Heritage Record** <http://facultyonline.churchofengland.org/churches> and www.churchheritagecymru.org.uk/churches. These websites will also provide information on listing and scheduled monument status, conservation areas, if the church is on the Heritage at Risk Register and whether there is evidence of bats and much more.

STATEMENT OF SIGNIFICANCE

At this stage, it would be a positive move to begin – if you haven't got one already – producing a **Statement of Significance**. A good understanding of the significance of your building is essential for delivering a successful project. It will help inform decisions and identify possible areas of conflict. A Statement of Significance should be an objective document, and be in place before you start formulating ideas on specific projects.

Along the way you may also find out so much more about your building that you appreciate it even more. (Guidance on this can be found in Chapter 5)

A PARISH AUDIT AND A COMMUNITY AUDIT

Before you can identify how your building could help your community, you will need to research your community and understand it.

A good way to do this is to undertake first, a Parish Audit and then, a Community Audit. A Parish Audit entails compiling a factual profile of your church, while a Community Audit aims to compile a factual profile of your community/neighbourhood. You can also use these exercises to listen to and collect people's views and ideas on what needs to be improved within their community and how this might be achieved.

There are five groups of people that you should consult:

- (a) your congregation;
- (b) current users of the building;
- (c) the local community;
- (d) those running local services, including charities, community groups and community spaces; and
- (e) local government including your own parish/town council.

In a small community, people may be members of more than one of these groups.

Guidance on carrying out a Parish Audit is below. Guidance on undertaking a Community Audit and consulting with your wider community (c) to (e) are covered in Chapter 2.

TALKING TO YOUR OWN CONGREGATION

You need to give the congregation time to reflect on their church/church building and how it currently functions. This could be done by organising a special meeting and asking those interested to come along.

The aim would be to produce a **Parish Audit** which describes as many aspects of your church as possible such as: style/s of worship; a profile of the people who come; current resources and activities that take place within the church and current relationship with the local community. This would include your building audit.

Suggested topics for discussion with your congregation are set out in the template on the next page.



TOPICS FOR DISCUSSION WITH YOUR CONGREGATION – AROUND PEOPLE AND RELATIONSHIPS

i) What do you already have? Your place of worship and any other buildings e.g. a hall. What is special about your building (its history, architecture, atmosphere) and your location? What do you add to your local area? What are the stories that people connect with or could connect with? What about the churchyard? Does it have monuments of interest and/or potential wildlife interest?

ii) What is your core purpose or do you have more than one? These could include: your mission, community outreach, a worship space? Are they equally important? If there is more than one do they complement each other? Does each activity bring added benefits to other activities? Is there any conflict between the different roles?

iii) How do your church members currently connect with the community? What relationships do you already have? What form do they take? Could they be improved in any way?

iv) How do other people currently engage with your building?

- List all the different groups that come into the building: members of the congregation, tourists, architectural historians, school groups, community groups etc.
- How do you interpret your building, its history, its stories, and its function?
- What is happening in your church today that involves the wider community?
- What events and activities already take place there?
- What kind of people (age, gender) attend these events and where do they come from?

v) Think about what the building means to you.

As a spiritual place? As a quiet space? What about emotional connections?

vi) Think about how others beyond the immediate congregation might see you and the church building.

- What do people find when they go into your church? A living church? A church bearing witness to the Christian faith? A church involved with their community? A church with lots going on?
- Think about the sense of ownership that others in the community may have for the building. It may be that for most of the wider community, it is the church building with which they connect and have an emotional attachment (e.g. married there, grandparents buried there, or interested in historical buildings) or they may just see it as an important local landmark.
- What sort of welcome do you provide for visitors? What do you do to encourage repeat visits?

TOPICS FOR DISCUSSION WITH YOUR CONGREGATION – ABOUT THE BUILDING/S

vii) How much do you know about the management of your building/s?

- What is the current financial situation of the church as a whole?
- What are the current annual/monthly running costs for the church building/s?
- How much do you pay for energy? Is this the right tariff and do you pay 5% VAT?
- How is maintenance undertaken? Is the cost of undertaking effective maintenance included in your annual budget?
- Do you know if there are any major building repairs coming up?
- How much do you have to fundraise every year? For church activities? For the building/s? Is there a shortfall?
- Where does your current support come from – some or all of the congregation/local community?
- Is/are the building/s currently sustainable? Environmentally, socially and economically?

- Are you struggling to manage your building/s in terms of manpower and raising the funds to pay for running costs and necessary repairs and maintenance?

viii) Are you making the most effective use of your building?

- What opportunities might there be for the wider use of your building/s?
- Do you know what your community needs/lacks?
- What would you be willing and able to offer?
- What possible barriers could there be to opening up your church for wider use?
- How might the building need changing? Do you have a toilet and catering facilities? Will you need to upgrade facilities?
- What about comfort levels? (Heating, lighting, acoustics, seating, decoration)
- What about access to the building? Could it be improved?

- What about improving energy efficiency?
- What about transport links and availability of parking?
- How easily is it for people to visit you? Are you welcoming? Do you have an online presence? Signage?

ix) What is your vision for your church?

- How would you like to see the building being used in the future? Where do you want to see it in 5-10 years' time?
- Who will be the beneficiaries of your vision? The congregation? The wider community? Particular groups within the community?
- Does the current church building fit your vision? Will you have to make any changes to the building in order to achieve your vision?
- How can you encourage more volunteers to take responsibility and help you look after the building?
- How might the current worship practice be affected?

CASE STUDY

QUAKER MEETING HOUSE AT MOSEDALE, CUMBRIA

<http://homepages.phoncoop.coop/iank.watson/CumbAM/MosedaleHist.htm>

Population: 284 (2001 Census)

The Mosedale Meeting House is situated in the hamlet of Mosedale on the NE edge of the Northern Fells of the Lake District. Mosedale nestles at the foot of Carrock Fell at the entrance to the secluded valley of the River Caldew.

From 1668 to 1831, Mosedale Friends formed part of Caldbeck Monthly Meeting. The meeting was discontinued in 1865 and re-opened for a few years until 1913. It was used from about 1936 to 1970 as a chapel of ease of the Church of England. It was then restored by Friends and opened for Quaker Meetings for Worship in 1973. In 1987 the meeting house was re-roofed by a group of 48 volunteers.

During July and August it is opened as a coffee shop for visitors. Staffed by volunteers and Friends from other local meetings, it opens on Saturdays from 10am to 5pm and on Sundays from 2pm to 5pm until September 4th.

Coffees, teas, home-made cakes and light lunches are available and there are also exhibitions, sales of local arts and craft and books and bric-a-brac in the barn. Proceeds go to the Northern Fells Group services and the rent helps Quakers to maintain the building.



There is a Quaker Meeting every Sunday from April to October and on the 2nd and 4th Sunday from November to March.



“But thinking about what’s possible and desirable, as well as what’s necessary, can be difficult: imagining new scenarios when stood in a familiar setting can be very challenging and bold changes can be hard to visualise. There is no formula for what will work in any given church... however, seeing what others have done, what worked and what didn’t, and what they’d do differently if given the chance, can help to stimulate ideas and discussion.”

The English Parish Church through the Centuries (DVD-ROM), The Christianity and Culture Project at the University of York.

www.christianityandculture.org.uk/resources/epc

Remember this is only the beginning of generating ideas. Feel free to talk around lots of ideas and be bold – don’t worry too much about practicalities at this stage. Bear in mind, you don’t necessarily have to re-order for the sake of it. You do not have to remove all the pews unless you have a good reason. One pew removed for a tea point would be less expensive and all that is required.

You may also find that there are some simple actions you could take straight away such as making the church more welcoming by providing better signage, a ‘church open’ notice or developing a welcome pack for visitors.

CURRENT USERS OF YOUR CHURCH

Speak to groups who already use the building and ask them how they find it and what could be improved. This will include church groups such as the Mothers’ Union as well as any local groups. Don’t forget the cleaners, choir and bell-ringers, as they will be using the church at different times.

VISIT OTHER CHURCHES

There are plenty of good examples which are the result of imagination and good design. Go and look at other places of worship that are undertaking similar projects and others that have already completed projects and talk to them about how they did it and the lessons they learnt. Ask them who and which organisations they went to for help and guidance. Contact your local Diocesan Advisory Committee Secretary or Denomination Property Adviser to find out about other projects in your local area that you could go and visit.

NEXT STEPS

To make your vision become a reality you will need to start thinking about:

- gathering information and consulting the wider community to get their views – Chapter 2
- developing a team of people to take this forward – Chapter 3
- developing a structure to manage project development and to manage the project in the long term – Chapter 4
- beginning the process of thinking about what changes, if any, may need to be made to the building – Chapters 5 and 6

TOP TIPS



- Remember, this isn't about installing facilities for existing church users (although they will clearly benefit); it's about getting more use from the building (**MORE** people to use the building, or the same people using it more)
- When generating a vision, don't think of one idea – **think of many**. It's possible that some can be linked together to form one bigger project, or a large project with distinct **phases**.

CHAPTER 1 CHECKLIST

Have you talked to your congregation and other users?

Have you got a clear Vision and Mission Statement?

FURTHER RESOURCES

Developing a Mission Statement

The Diocese of Hereford has guidance here

www.hereford.anglican.org/missionresourcesforparishes

And there is also guidance on the Diocese of London website here

www.london.anglican.org/kb/mission-action-planning

How to Do Mission Action Planning: prayer, process and practice by M Chew and M Ireland, 2009, ISBN 978-02810-61228. A practical, local-church centred approach to local level mission planning and goal setting.

www.spckpublishing.co.uk/product/how-to-do-mission-action-planning-3

Germinate: Arthur Rank Centre has resources on ‘*Helping communities flourish by equipping rural churches to identify and meet local physical, social and spiritual needs*’.

www.germinate.net/mission

The *Making Connections* workbook from **Germinate: Arthur Rank Centre** emphasises the engagement of rural churches with others: other churches, of the same or different denominations; other individuals or organisations within the local rural communities where the churches are found; and other voluntary and statutory bodies. This is presented as a key part of affirming and developing the mission of the local rural church in its context.

www.germinate.net/church-life/church-workbooks

Presence, a workbook to help promote and sustain an effective Christian presence in villages. While this document is prepared for Methodists and therefore uses Methodist language, they ‘offer it to all Christian communities, both rural and urban, for adaptation and use’. It seeks to better equip churches in rural communities for contemporary mission, ministry & involvement with their communities. It includes stories and examples of the creative and innovative use of church premises in rural communities.

www.methodist.org.uk/downloads/pubs-presence-230310.pdf

A new version of this has now been produced jointly by the Methodist Church and the United Reformed Church. Entitled **A Discipling Presence** you can find it here www.germinate.net/a-discipling-presence

A **Church Development Plan** is a new tool from Churchcare to help churches become more open and sustainable. It is a three-stage process to help you achieve what you want with your church building, especially if you are looking to increase community, commercial or cultural uses.

www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/plan-your-building

Cadw have written a strategic action plan for historic places of worship which aims “to find ways in which these cherished buildings can retain or renew their value at the heart of Welsh communities, with their significance sustained or enhanced.”

www.cadw.gov.wales/docs/cadw/publications/historicenvironment/29012016CadwHistoricPlacesOfWorship-en.pdf

ChurchBuild

A website created by Archangel Architects that offers very useful guidance to help a church through all the stages of a project.

www.churchbuildingprojects.co.uk

They offer a **free** Health Check which can be downloaded for a *‘quick and easy way to find out which are your biggest constraints, and the best opportunities for improvement’*.

www.churchbuildingprojects.co.uk/wpdm-package/1-6-millstone-springboard-healthcheck

Ecclesiastical’s 2016 competition theme was ‘Reaching Out, Inviting In’. Churches were invited to send in details of how they had engaged with their community during 2015 whether it was through a one-off event or an ongoing outreach project. You can read about the top 25 entries here www.ecclesiastical.com/churchmatters/churchinsurance/church-insurance-made-simple/community-outreach-activities/ideas/index.aspx

Caring for God’s Acre is a non-religious charity dedicated to conserving and celebrating burial grounds and encouraging a holistic approach to management. They provide guidance on how churchyards can be places for people, for wildlife and also sites for events and learning. www.caringforgodsacre.org.uk

Historic England has new guidance (2018) on new and additional uses for places of worship. This considers uses alongside worship and uses if a building is closed for regular worship. www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/new-uses



CHAPTER

2

UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY

TEAM PRAYER

Loving Father, we thank you for your gifts of love and grace. Teach us to see Jesus in the people we encounter, and to respond with loving, generous and open hearts. Lord we pray for words of warmth and comfort, for wisdom in silence and wisdom in noise, for mutual respect and kindness.
In your name we pray, Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



“Church Buildings should never be silent mausoleums, but always vibrant centres of service at the heart of their local communities.”

The Rt Revd Dr John Inge, The Bishop of Worcester,
Assets not Burdens: using church property to accelerate mission (The Centre for Theology and Community, January 2017)



“The picture is far from hopeless. There is a rising wave of imaginative adaptation of church buildings for community use which has breathed new life into them. The examples are myriad and should serve as an inspiration.”

Report of the Church Buildings Review Group
(Church of England, October 2015)
www.churchofengland.org/more/media-centre/news/launch-major-new-report-how-church-england-manages-its-16000-church

The basic aim of most projects is likely to be that more people use the building and benefit from so doing. So you need to find out exactly what your local community wants from its church. This is your opportunity to create a plan of action led by the local community. Bear in mind, the result of a consultation may mean that you have to change your original ideas.

IDENTIFYING THE NEED

For your project to be successful, you want to ensure that it is answering a real need within your community. This stage is about doing the research to identify that need and gathering the evidence grant funders will be looking for when assessing your application. You need to demonstrate your case i.e. that your church project will make a difference to the lives of the people in your community.

Remember that the idea one community has for its local church may differ from that of an adjacent community for their church. What works in one community may not work in another.

CASE STUDY

ST MARGARET'S CHURCH, WARD END, DIOCESE OF BIRMINGHAM, COFE

www.stmargaretscommunitytrust.co.uk

www.theunityhubb.co.uk

St Margaret's Church, Grade II, whose beginnings date back to 1516 when permission was first sought to erect a chapel of ease, closed for public worship in 2005. The St Margaret's Community Trust was set up 'to refurbish, redevelop and extend' the old St Margaret's Church to create a multi-purpose community centre and to provide care and support for the people living in Ward End, Birmingham.

On 21st September 2014, the church was rededicated by the Bishop of Birmingham and there is now a communion service on the 1st Sunday of the month and Café Church on the 3rd Sunday of every month.

At the same, the Unity Hubb organisation, based in the church, offers projects and services to the local multi-ethnic community including creative workshops for local women, dance workshops for local young people, and community-based play activities. It also houses the area's local food bank.

Officially launched in May 2015 at an event that attracted over 500 visitors, the Unity Hubb has hosted a number of big events including the Heritage Fun Day on May 3, 2016 which also attracted over 500 guests.

In April 2016 a 'Women in Conversation' evening was held to celebrate cultural diversity in the area and in July 2016, the Trust launched its efforts to attract local schools to visit the church and learn about its heritage as it is home to a great collection of

Heritage monuments and artefacts. With help from funders, the monuments have been fully restored and there are regular tours of the building along with state-of-the-art digital tour information on offer.

The refurbished venue is also available for public hire; with facilities that include a main hall, a meeting room and a hot desking area.

The church holds regular Heritage Drop-In sessions on Tuesdays from 11am - 1pm and a Heritage Open Day on the last Thursday of each month – with the added bonus of home-made cake.

Over the years, St Margaret's Community Trust has held a number of initiatives and events in partnership with local organisations such as Birmingham City Council including a community cohesion sea side trip, a tree dressing project and a joint Eid and Christmas celebration.

CASE STUDY

ST MICHAEL, FLORDON, DIOCESE OF NORWICH, COFE

www.achurchnearyou.com/flordon-st-michael // www.flordonvillage.org

Population: 281 (2011 Census)

The Flordon Community Centre, which hosts a number of popular community events including a jumble sale, musical comedy gigs and a movie night - Views from the Pews - is based inside the St Michael's Church.

It was decided to adapt the church for community use and provide a welcoming venue in Flordon, a small village with roughly 300 residents situated about 13km south of Norwich. There was no other public building in Flordon that could be used as a community meeting place since a private hall much used by the village was closed 4 years before. Without a place to meet there would be nowhere to hold village events with a resulting loss of community spirit.

In 2006 a questionnaire was sent to all 117 households of which 80 responded (68%). 70 households were in favour, 64 would support fund-raising activities and 62 said they would make use of the facilities proposed.

The Project Team was made up of parish and church councillors and Flordon Community Group members. Early on, they decided against erecting a village hall as there was no obvious

site and it would mean having to maintain two buildings. The church is located in the centre of the village close to social housing and with a green space around it, a perfect location for a hall to improve social cohesion within the village.

The church itself was in need of repair and in danger of closing due to its small congregation. The project started in 2005 with Phase one of repairing the roof and walls which cost £117,000 and was completed in 2009. The second phase was to convert the inside. Some of the initial ideas had to be scaled back owing to difficulty in raising sufficient funds. The work comprised: underpinning and repairing the vestry and converting it to a disabled-friendly lavatory; removing the pews and purchasing tables and chairs (that raised a few eyebrows); replacing the floor bricks with an oak floor; re-laying the porch floor to obtain no-step access; constructing a kitchenette at the back of the church; providing new heating; and decorating throughout. The Jacobean pulpit and nave were left undisturbed. This cost £90,000. In total the project has taken eight years to bring to fruition. Norfolk ProHelp whose members

provided pro-bono assistance in areas of legal advice, buildings advice and publicity was crucial to the success of this project.

St Michael's Community Centre was opened in July 2013. The PCC is the landlord and the St Michael's Flordon Trust, the tenant. The Trust is composed of parish councillors, church members and Flordon Community Group members. Under the lease, the Trust will be permitted to use the entrance porch, nave and rebuilt vestry. The chancel is reserved solely for worship.

Food and drink is prepared and served in the kitchenette at the west end of the nave and a hearing loop was also installed, funded by the Snelling Trust. Comfortable chairs have been sponsored by parishioners and people with family links to the village subscribing £4,000 and the Centre/church also offers plenty of parking. The community centre is available for hire and is well utilised by the community.

The church holds three services each month – including on the first Sunday when the congregation enjoys a 'shared breakfast and then a simple short act of worship.

COMMUNITY AUDIT - A SOCIAL AND ECONOMIC PROFILE

A Community Audit explores the reality of the geographical church parish, and identifies the local demographic so that you can compile a profile of your community/neighbourhood. Once this has been established, there is the opportunity to further explore how the church and its proposed project can better serve its congregation and community.

You can use the 2011 Census data as your starting point. (www.ons.gov.uk)

You want to build up a picture of your local community which will answer the following questions:

- Is the local population one of young families, older people, or mature couples?
- Is it an area of high unemployment? Or is it a mix of professionals and people working in low-skilled local jobs.
- Is it situated in the commuter belt?
- Who is around during the daytime?
- What type of housing is there and is there enough affordable housing?

WHERE TO FIND INFORMATION ON LOCAL DEMOGRAPHICS

The **Church of England National Statistics Department** has collated national census statistics by parish, these are called 'Parish Spotlights' and are available from every diocesan office. These provide data on individual parish attendance, electoral rolls, and deprivation data.

www.churchofengland.org/about-us/facts-stats/research-statistics.aspx

Other denominations may have similar statistics.

The **Church Urban Fund** offers a Look Up Tool which enables you to find out more about the level of poverty in your parish and how this compares with other parishes locally and nationally.

www2.cuf.org.uk/lookup-tool

Otherwise you can contact your **Local Authority Research Team**. They can provide local statistics about your community, obtained from sources like the census.

Indices of Multiple Deprivation 2015 gives Government statistics on deprivation. These can be hard to interpret and it is this data which is used to compile the 'Parish Spotlights'. In rural communities, a higher deprivation score is often based on factors such as a lack of access to services like public transport or affordable housing.

www.gov.uk/government/statistics/english-indices-of-deprivation-2015

It can be helpful to study a map of the area and identify your physical relationship to housing, other community spaces and other charities and community groups undertaking outreach work.

Other **baseline data** you need to collect concerns local organisations and amenities. The more information you collect, the better. The following areas are relevant:



What does the community already have?

There may already be a lot of positive things happening. List the facilities that your community already has such as the faith buildings, schools, a pub, a post office, shops, business services, a café, village/community hall. What healthcare provision is accessible? What is the level of public transport? Is there a strong sense of community?

What services are currently provided?

What local services are provided e.g. library, bank, shop, post office? Does the community have regular mobile services e.g. library, bank, shop? Identify community activities that currently take place. Does your neighbourhood offer youth activities? How often? For which age group? Do other community groups meet regularly, if so where? Is there provision for mothers and toddlers? Are there activities for older people? What about their carers? What other community buildings are there? Are they fully used or under-utilised? What activities can the youth or older people get involved in? What activities and special interest events such as music and arts take place already?

What services are missing

Identify the services that the community would like to see. Would people like to see a small crèche operating five mornings a week? Could existing neighbourhood groups do more with better meeting facilities? Has the closure of a shop facility left car-less people with no access to shopping facilities? What would make life easier or more enjoyable for people in your local community?

Local development plans

Are you aware of plans for new housing in your area? What about other changes e.g. removal of local bus services? What new needs will this create? Who will be affected?

You can gather a lot of this information yourselves and perhaps start to come up with some ideas about how you and your building can help with some of these issues.

Ask your local authority for any Local Action Plans and Strategic Plans for your area.

CASE STUDY

ALL SAINTS CHURCH, WOLVERHAMPTON , DIOCESE OF LICHFIELD, COFE

www.wolvescentralparish.com/all-saints // www.facebook.com/allsaintswv2

Population: 249,470 (2011 Census)

Built in 1879, the unlisted All Saints Church, is situated in a deprived area of Wolverhampton and was initially founded to respond to the needs of sex workers in the nineteenth century. And it fulfils the same function today as part of its mission as its Warm Welcome programme offers a safe place where sex workers can meet with specialist agencies for advice on drugs, sexual health and housing at a drop-in night each week. It's also a chance to open up other opportunities for them and treat them and their issues with sensitivity.

The *Warm Welcome* drop-in for sex workers began on 1 July 2014. Volunteers and professionals from many support services attend the Warm Welcome.

And it helps that as a venue the church was adapted in the 1980s when the nave was partitioned off into a community centre, leaving a small worship space and two vestries to be used by the church.

In 2017, with a grant from the Church Urban Fund, a small kitchenette with a dishwasher and microwave further improved the facilities on offer and hot drinks and meals are available at the drop-in sessions. There's also a sofa and a dining table which adds to the welcoming environment.

The building and facilities are also used by other groups which include Changing Lives, which runs training courses for women; a parents' support group; the Probation service; a gardening group; and a monthly shared meal is also on offer.

This initiative came fourth in the Marsh Awards for Innovative Church Projects 2017 run in partnership with the National Churches Trust.

Reverend Sarah Schofield, team vicar at All Saints Church said: *"The church is in the middle of the city's red light district. We are the only place in the local community where something like this is organised. We throw open our doors and offer support and well as going out on the streets with hot drinks to invite women in.*

We want to be a reliable, safe and loving place for women, it is important to honour our promise and it has a real impact on the whole church here".

However, before any of these ideas are taken forward you need to collect the views of the community.



The Diocese of Lichfield has produced advice on undertaking community surveys www.lichfield.anglican.org/documents/community-surveys

CONSULTING/ENGAGING WITH THE WIDER COMMUNITY

You want to find out:-

- i) **What do local people think of the existing services?** The majority of people may be happy with existing services, but feel a new service is required to meet a new need. Perhaps an existing service meets the needs of those it can help, but should be expanded to help more people. Ask them what they like about living in the area? Ask them who misses out in the area? What services are lacking?
- ii) **What ideas do local people have?** Everybody has an opinion on most things so find out what it is. If your community has a problem, ask them what the solution is. Some people's suggestions will be more appropriate than others, other people may come up with an idea you hadn't thought of, but somewhere within all those ideas may be the perfect solution to your community's problem/s. It will result in a more robust, viable and supported project.

TALKING TO PEOPLE

There are various ways in which you can get people's views and comments and the method you choose will depend upon the size of your community.

Think about how you want to present yourself and how you want to tell people about what you are asking of them. Where possible the face-to-face personal touch is always best even if you start by sending round a questionnaire.

Here are a few suggestions for you to choose from:

- **Questionnaires.** You can deliver one to every household or business to ensure that everyone gets an opportunity to have their say. For this to work, you need to give people enough time to think about your questions, and make it easy to return their responses. Either quote a local address or set up a collection point in your community. Ask open questions. These are the ones that begin with *What, Where, Why, When, How* and *Who*? This encourages people to offer their own view. Avoid *leading* questions. *Wouldn't it be good if we could have our own neighbourhood library* prevents people from putting forward their own ideas. Don't make the questionnaire too long. Offering a small incentive (e.g. entering all completed questionnaires into a draw to win a £20 M&S voucher) can help maximise the response.

You can find two sample surveys on the **Parish Resources** website which you can adapt or add questions to as appropriate. (Fundraising Guide 5 www.parishresources.org.uk/resources-for-treasurers/funding/funding-guides-capital-fundraising)

If you are an urban church, a community survey might not be the most effective way of engaging with the community's wants and needs particularly in inner-city areas with highly transient populations. Most churches know their community context, and therefore will be able to adopt a consultation process that has been effective in the past.

- **Chat to people.** Instead of getting people to fill in a form, why not fill it in for them as you chat to them? Ask if you can chat to people in your local health centre, estate community centre, doctor's waiting room or pub, and ask for their thoughts and opinions. Again, don't bombard them with too many questions, and make sure they're open questions.
- **Publicity.** Hand out A5 flyers or leaflets in the street. Put up posters and flyers in local shops. Ask for help from local stakeholders and charities that can help with project communications. Give details of how people can get involved and provide feedback.
- **Suggestion boxes.** Set up boxes in popular places in your community for people to put their own suggestions. This is a good way of encouraging people to put forward their own ideas.

- **Community Days, Fetes, or Festivals.** Have a stall at an existing community event and use it as opportunity to talk to people. You might need something like a competition or things for sale to draw people to your stall.
- **Organise your own community event in the church itself.** This can be very worthwhile as it may encourage people who have never been into your church building before to 'cross your threshold'. Organise an open day or a fun day of events: serve quality refreshments; have a small exhibition; organise a fun activity e.g. practical workshops, making Christmas decorations. Include activities for children as that will encourage families to come along.

Invite all the local groups such the Women's Institute, drama societies, local schools, music groups, the Local History Society and the Art Society.

Include tours of the church building and activities for children. If your visitors learn about the history of the church and its stories, it will help them to engage with the living history of the building.

Alongside asking them about their community and needs, ask them what they think about the building. Do they find it welcoming? Is it comfortable? Does it explain itself? What would they like to see happen here?

(Remember not everyone will want to speak out in front of others so provide paper and pens for people to write down their thoughts.)

However you consult, make sure that you talk to as many people as possible. The more people who get an opportunity to express their views and opinions, the better it will be.

Consultation also gives people a voice and buy-in from an early stage.

CASE STUDY

ST. LEONARDS, YARPOLE, DIOCESE OF HEREFORD, COFE

The church website is at: www.yarpole.com

The shop website is at: www.yarpole.com/index.php/yarpole-community-shop

Population: 700 (2011 Census)

St Leonard's, Grade II*, is at the centre of a small rural village which is very much off the beaten track.

The 2005 **parish plan** identified two issues, first that the shop which had closed in 2004, was central to the community and secondly that the church was underused. The community, determined to hold on to their community run shop and post office, worked with the church to secure a permanent home at the west end of the church.

An exhibition of the proposals was put up in church as a way of getting people used to the idea of using it for secular use. A very carefully structured questionnaire, overseen by the County Council, asking people what they would like to use the church for, was sent to every household. A third responded of which 85% were broadly in favour of extended community use.

An extensive programme of re-ordering was undertaken and now St Leonard's provides premises for the shop, post office, café, flexible community space and numerous community activities. The Victorian side aisle houses the toilets and vestry.

Raising the £240k required and obtaining the necessary permissions proved the two most challenging aspects.

The Yarpole Community Shop Association Ltd was set up in 2005, as an Industrial and Provident Society (IPS). The shop is a stand-alone business and independent of the PCC.

A Community Shares Scheme was set up to help fund the shop. Shares were bought by 236 members for £10 each. These shares are still valid and the number of shareholders has grown to 322.

This is a project where there has been a lot of thought around the sharing of sacred and community space. Initial thoughts that a division should be created between the secular space and the sacred place have evolved into thinking about how the 'sacred space' can be integrated into a cohesive whole with the nave.

St Leonards Building Management Group (BMG) (the inclusive management committee which represents all the users – the shop, the café etc.) has taken full responsibility for all aspects of running the building. The BMG is a sub-committee of the PCC. They also currently manage the café through a part-time manager who reports to the BMG, but that too ultimately could become a separate entity along with whatever else is developed on behalf of the community.

The project took nearly 5 years and on 1st October 2009, Yarpole Village Shop became the first full time community shop to operate within a church. It is open 7 days a week and much of the day-to-day work is carried out by 45 unpaid volunteers.

OTHER GROUPS YOU SHOULD CONSULT WITH

Your own parish council/town council

It is important to talk to and present your ideas to your parish/town council, firstly so they are fully aware of your project and secondly, if asked, they will be able to offer support to you when you need it, for example in a letter of support to a funder. Try to make the time to formally present to the Parish Council at one of their meetings.

Local Authority and Primary Care Trusts are useful people to talk too, as they will know about some of the key issues in your community. They may be looking for a location for a specific service or might like to be a partner in your project.

Current community users of your church

If community groups already use your church, then ask them how they find it and what could be improved e.g. the facilities, lighting, heating, access, storage space etc. It is also useful to ask local funeral directors as they will have a view on use of space and use of entrances.

Other local groups and organisations

It is essential that you make contact with and talk to existing groups in your area, for example the local Women's Institute, the Scouts and Guides, the Young Farmers, youth groups, pensioners clubs, parent and

toddler groups, U3A, environmental groups and amenity and other civic groups. Don't forget some of the smaller activity groups as they may have needs that are not currently being met and this will also avoid duplication if they are already providing a service. And don't forget to include the local schools as they may be looking for premises for some of their activities.

Local services

Local services such as hospitals, the job centre, the police, schools and Age UK often have an insight into the needs their community is currently facing. You can ask service users and groups to help collect feedback on the project.

Make contact with community leaders and the organisations in your area that work with key groups such as children, the elderly, the disabled, their carers and other disadvantaged vulnerable groups. They may be local charities or the local branches of national organisations. They will have insight into the local communities and those most in need. They will be able to tell you what issues they are trying to tackle and have ideas for services which the church could provide or host. They may also offer opportunities for partnership.

For example, do you want to run a lunch club for retired housebound people in your community? In which case, can you link up with the local Age UK group? Perhaps a little support from your group will mean they can extend an **existing service** that they offer.

Organisations that own the other community buildings in your area

Find out if their community buildings are under-used or full to capacity and having to turn bookings away and if so for what and at what times? Identify what they offer and in what ways you can complement their services rather than competing.

Other faith groups

Other faith groups may also be looking at community outreach which could create opportunities for partnerships.

Local businesses

Make links with local businesses e.g. shops, tea shops, pubs, potteries, craft shops.

Talk to other heritage attractions or sites and amenities that draw visitors to find out who visits the area and why?

Don't duplicate and don't try to compete with existing activities – that's a waste of resources. Reach out and work with other groups, rather than working in isolation.

COMMUNITY LED PLANNING (ALSO KNOWN AS PARISH PLANNING.)

Community-led plans (Parish Plans) provide a process for local people who want to produce a holistic plan that will improve the wellbeing and sustainability of their neighbourhood. It is a way for a community to work together to decide what is important to them and what kind of changes they want for their community. It helps a community identify key issues and needs. The Town or Parish Council usually leads this consultation exercise in partnership with local groups and organisations.

Getting involved with the development of a local plan can be a useful tool in addressing the wider strategy for community ministry. **If you are involved, then the church will be included.** As part of the process existing facilities will be identified as well as local needs and possible solutions and it may be that your church can be part of that solution either by providing a venue, volunteers and/or working in partnership with another organisation to provide a service etc. Remember, the church building is a huge resource for many communities, and taking an active part in parish or community-led planning can mean that you are rightly recognised as being part of a community and may be seen as a solution to any issues that arise. It was once said that many parish churches are on the outside picture of a parish plan, but not many were to be found on the inside pages.

You can also make use of **Planning for Real**[®] (PFR) which is a nationally recognised community planning process based on a 3D model. The process allows residents to register their views on a range of issues, to work together to identify priorities and to go on to develop an action plan for change in partnership with local agencies. They will also provide training and project delivery support so that communities can use Planning for Real[®] and other techniques to develop and run programmes of community-led engagement. The ethos underpinning all their methods is that they are highly visual, tactile, participatory and community-led. This means it is a good way of involving a whole range of people including children and those not used to reading plans or thinking about community development.

www.planningforreal.org.uk

If there is no local plan and no enthusiasm in the local community to develop one, then you can rely on undertaking a community consultation as outlined above. Of course, you could as a church take the lead role in initiating the idea of undertaking a community plan. If there is already a plan, and your church is not included, then look to see what needs were identified and see if your church can offer a solution.

Local Development Plans

Local Development Plans (LDPs) provide the vision for how communities will grow and develop in the future. The intention is that they provide certainty for communities and investors alike about where development should take place and where it should not and what supporting infrastructure is required for growth. The Government's aim is for every area in England to have a local plan. It will show where new housing is planned and therefore, where you may be able to identify the needs of new people and how you can meet them. Developments may also have money for community projects attached via the Community Infrastructure Levy (CIL) formerly known as S106 funding.

THE LOCALISM ACT

Introduced in 2011, this Act became a key piece of legislation. It is a radical shift of power from central government to local communities and the intention is that it will devolve greater powers to local councils and neighbourhoods and give local communities more control over local decisions.

There are two elements to the Act which could have direct relevance to churches undertaking community outreach:

The Right to Plan: Neighbourhood Plans are intended to become the new building blocks of the planning system where communities have the power to grant planning permission if a local majority are in favour. The process for developing Neighbourhood Plans will rely on active community involvement. Communities are able to draw up Neighbourhood Plans for their area and use these to pass planning applications by local referendum, provided their decision aligns with national planning requirements.

Community Right to Challenge: voluntary and community groups, parish councils and local authority staff are able to challenge to take over the running of local public services. A community group can express an interest in running a local service and submit a supported petition to show that they would be able to provide a better service or facility. If the proposal is accepted then this would set off a procurement exercise.

CASE STUDY

ST JAMES AND THE SHERRIFF CENTRE, WEST HAMPSTEAD, DIOCESE OF LONDON, COFE

www.churchnw6.co.uk // www.thesheriffcentre.co.uk

Population: 33,751 (2011 Census)

When the Post Office®'s West End Lane site in busy West Hampstead faced closure in 2012, Father Andrew, the vicar at St James offered the church as an alternative venue. The Grade II listed, A W Blomfield-designed church built in 1885-1888 would be providing a community service. Things didn't end there and the church is now home to the Sherriff Centre, housed inside the church which offers the Sanctuary Café (in the south aisle), a children's soft play area (Hullabaloo) in the north aisle, a florist's and the Icon gift shop, which has its shelving on castors so it can be moved during services.

In March 2013, after discussions with the Post Office Network Transformation Team, the Diocese of London and architects, the scheme gained the support of the Church Buildings Council.

The church was made fully accessible with a ramp and automatic doors and there is informal café style seating towards the west

end of the church while seating for worship is towards the east end of the nave. The chancel remained unchanged and remains a focal point in the church.

The café, shop and soft play area were incorporated into the planning process early as it was soon clear that to ensure its long-term financial sustainability the project had to have a wide appeal and varied income streams. The final cost of the project was approximately £600,000 with funds raised through grants from the Posts Office and the Local Authority and other grant-funders.

After many months of business plans, presentations, fundraising and consultations building work started in April 2014 and their doors opened on 18th July, 2014.

Housed within an oak framed pod-type structure at the west end of the church, the Post Office® offers extended opening hours, three counter positions and a range of stationery for posting and packaging needs.

Open Mon-Saturday 8am-6pm, the Centre is a social enterprise organisation, so it is both a business and a charity and profits from its enterprises go to their charity to provide a debt advice service. With a start-up grant from the Hampstead Wells and Camden Trust they were able to employ a debt advice worker in December 2015 to establish this core service. Registered with the Financial Conduct Authority and a member of AdviceUK, the service is available two days per week in an office space within The Sherriff Centre.

The church now has its doors open all day every day, footfall has increased dramatically – it welcomes 3,500 people a week through its doors and is at the heart of its community - and its congregation has increased. It is also very involved with the work of St Laurence Larder, the area's Soup Kitchen and Food Bank. There are still improvements to be made - for instance, funds are needed to sound-proof the Lady Chapel for private prayer during the week as the venue can get noisy!

ANALYSING THE RESULTS

Once you have all of this information and community feedback, you need to go through it and identify what people have suggested. Are there any common themes? Are several people suggesting a common solution? If you have carried out a survey or another form of consultation, make sure you make the results freely available for everyone to access.

It is a good idea to write up the results as a formal report. This can then be put up on the website or public notice board so the community can see the outcome. Funders will also ask to see the results of any consultation.

When you know what the problem is, and you have a solution to aim for, your project becomes much more focussed. You can build up a picture of what you want your community to look like 'after' the project is completed.

Feasibility

It may be that suggestions have come forward that will involve specific adaptations to the building e.g. increased facilities or that a possible new user may have special requirements e.g. privacy for its clients. It is important to discuss such needs in detail to ensure they are understood at an early stage and are incorporated into the brief.

CONTINUING ENGAGEMENT/ COMMUNICATION

You will need to keep in touch with the people who've taken the time and effort to give you their thoughts and ideas and let them know how the project is progressing and how they can become involved. As well as a website, you can use e-newsletters and updates on public notice boards. Always provide a contact person and contact details to make it easy for people who have questions or want to volunteer. (See Chapter 3 for more on how you can do this).

Organise more special days and invite people to come and see how far you've got. Putting up displays with photographs and plans and having people to explain them is a good way of continuing the dialogue. Invite continual feedback – you want people to feel ownership and then they will support you.

VOLUNTEERS

Use consultation activities as **volunteer recruiting exercises and bring new people on board with specific skills**. Encourage new people to get involved. In some communities it's common that whenever volunteers are called for, the 'usual suspects' step forward.

These people can't do everything. You must have enough people to help out.

Ask members of the congregation to get involved as well as other people from within the community. Your project should encourage new people into the church building, so get new people involved as volunteer's right from the start.

KEEPING PEOPLE ON SIDE

It is rare for a project not to face some level of opposition or at the very least expressions of concern. Take time over consulting everyone, and listen to all points of view. You can reassure people by keeping everyone informed as to what is actually happening as opposed to allowing rumours to circulate. Genuine concerns may mean that you have to revise your plans or modify your project. Above all, keep an open door and encourage questions and feedback.

And there may be **small steps** you could make in the short-term based on what people have said. This can be a good way of testing ideas before embarking on permanent changes. These could include:

- start opening the church at a regular time or increase opening times e.g. Wednesday morning coffee. People may have said that they didn't know the church was open;
- offering to become involved in existing local festivals/events;
- providing a venue for community activities e.g. a new cinema club;
- having a look at your churchyard – people may have said that they remember being able to walk through the churchyard, but are now too frightened due to anti-social behaviour. Liaise with the police and other support groups to see if a solution can be found.

WHERE TO FIND MORE HELP

- Find out if anyone from your diocese or church body is already involved with your local authority and may be able to provide contacts.
- Ask for advice from your local **CVS** (Council for Voluntary Services) on which consultation methods may suit your community. To find groups in your area visit:
www.navca.org.uk/find-a-member-1
- Contact your **Local Authority Research Team**. They can provide local statistics about your community. They may also be aware of other documents, strategies, and plans that exist. Perhaps you can link in with a Cultural Strategy, a Town Plan, or a Regeneration Area?
- Your **Local Authority Planning Department** may also be able to help on Community-Led Planning
- The **ACRE Network** provides training and guidance for communities on the development of a Community Led Plan (CLP.) If you are part of an existing community planning group or want to start one, then you are advised to contact your local organisation to discuss the toolkit and find out what support is available locally.
www.acre.org.uk/rural-issues/community-planning
- **Planning Aid England** provides free, independent and professional planning advice to communities who cannot afford to pay professional fees.
www.rtpi.org.uk/planning-aid
- **Locality** support community organisations and offer guidance on Neighbourhood Planning and provides resources around developing a community project.
www.locality.org.uk/services-tools

TOP TIPS



- Seek ideas from **every section** of the community, young and old. A community project is all about a **partnership approach**. Consider everybody's views.
- Use a **couple of consultation methods** to attract as many views and ideas as possible.
- Try to get feedback from a cross section of your community, this will ensure your feedback is a true representation of the people your church serves and avoid any project bias.
- Create an opportunity for some of the consultation to take place in the church building itself.
- Take **photos** of your consultation events in action! They are useful for the website and exhibitions and to and strengthen funding applications.
- Keep copies of forms/questionnaires that you create, and produce a report analysing the results as this will form an important part of your funding applications.
- Make sure you keep everyone informed and engaged throughout a project.
- Try not to deal with issues on a one-off basis by, for instance, trying to solve one immediate problem in isolation just because it is easy and achievable. Always see them as part of a bigger plan. You can always carry out the plan in smaller phases, which may give the congregation a better sense of achievement.

CHAPTER 2 CHECKLIST 

Have you collected evidence and information (baseline data), about your community?

Have you looked at any local plans and strategies that already exist? Have you ensured that your church is linked into the development of any new local plans?

Have you identified suitable consultation methods to allow everyone in your community to express their views?

Have you consulted all local groups?

Have you produced a report which details the results of your consultation exercise and shows your analysis and assessment on which ideas/solutions are most popular?

Have you checked that your project idea doesn't duplicate existing services?

Can you link up with other organisations and adopt a partnership approach to solving your community problem?

FURTHER RESOURCES

The Near Neighbours Project (funded by DCLG) has produced a toolkit on consulting with your community: *Finding out – research and monitoring for project fundraising*.

This is based on the experiences of a wide range of communities, projects and faith groups that have successfully used research and monitoring to advance their work with neighbourhoods.

www.cuf.org.uk/Handlers/Download.ashx?IDMF=87e6e568-9cc2-4ba2-a305-d122f78a7c9b

Empowering design practices (EDP) is a five-year design research project that aims to explore how community-led design can help empower those who look after historic places of worship to create more open, vibrant and sustainable places that respect and enhance their heritage. They are developing resources and practical tools which churches can use to engage with their wider communities and also talk through and test different options around making changes to their buildings. They have written up seven design stories from historic faith buildings which capture the development from the emerging need and vision and how they engaged with others in the process, through to the key design changes.

www.empoweringdesign.net/design-stories-learning-from-past-projects.html

The project is funded by the Arts and Humanities Research Council and has the following partners: the Open University, Historic England, the Historic Religious Buildings Alliance, the National Lottery Heritage Fund (formerly the Heritage Lottery Fund) and The Glass-House.

www.empoweringdesignpractices.weebly.com

If you have identified a particular need within your community, it may be worth having a look at the **Cinnamon Network**, a charity that works to facilitate Christian social action.

They have partnered with projects like Christians Against Poverty, Trussell Trust Foodbanks and Street Pastors and now Cinnamon champions over 25 Recognised Projects. These are tried and tested social action projects that have been replicated across the country, and include great projects like CAP Job Clubs, CAP Money Courses, Make Lunch, Parish Nursing and Who Let the Dads Out? There are others that support young unemployed people or help develop healthy communities.

www.cinnamonnetwork.co.uk/projects

A team of Regional Cinnamon Advisers is able to offer local churches one-to-one support with mapping needs in local communities and in choosing and adapting an appropriate Cinnamon Recognised Project to fit their locality needs. Micro-grants are offered to any local church that wants to start one of the Cinnamon Recognised Projects and Courses.

www.cinnamonnetwork.co.uk/micro-grants

The **Department for Communities and Local Government** has set up a website which brings together information and advice on a range of community rights. This includes Neighbourhood Planning, Asset of Community Value, Community Right to Bid, Community Asset Transfer, Community Ownership or management, Community Shares and Crowdfunding.

www.gov.uk/government/publications/youve-got-the-power-a-quick-and-simple-guide-to-community-rights/youve-got-the-power-a-quick-and-simple-guide-to-community-rights

CHAPTER

3

DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES

TEAM PRAYER

Loving heavenly Father we come to you this hour asking for your blessing and help as we are gathered together. We pray for guidance in the matters at hand and ask that you would clearly show us how to conduct our work with a spirit of joy and enthusiasm. Give us the desire to find ways to excel in our work. Help us to work together and encourage each other to excellence. We ask that we would challenge each other to reach higher and farther to be the best we can be. We ask this in the name of the Lord Jesus Christ. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

If you are starting a major project, you must form a group (which could be called a committee/project board/management group/working or development group) with the necessary range of skills and knowledge to undertake the project using the appropriate professional help when necessary. Ideally, you will need people with project management, business and financial skills, and also a good Chairperson and Secretary to run the group and undertake all the necessary administration.

(Hereafter, we will refer to this group as the Group.)

CHURCH AND COMMUNITY REPRESENTATIVES

The Group will largely be made up of representatives from the church (preferably including members of the PCC/Trustees). Your architect should have copies of any minutes and papers generated by the Group, but it may not be a good use of his/her time if he/she were to attend every meeting – and may well be costly to you in the long run. If you have a project manager, it may be useful for them to attend, but again, it depends on the nature of their contract and how much this may cost. You may, depending on the project, also wish to invite members of the community or from partner organisations to join the Group. This will also emphasise the message that this is a **community project**, rather than a church project.

The larger your community project team, the better, so long as everyone's tasks are clear. It is far easier for ten people to find a little bit of free time on a regular basis and **share the load** than it is for two people to find a lot of free time.

BEING PROFESSIONAL

Your Group needs to act and behave in a professional manner at all times. Potential funders and supporters, including your local community, will need to see that it is a professionally run group that is capable of managing a project from development through to completion and beyond. The National Lottery Heritage Fund's (formerly the Heritage Lottery Fund) application form for its larger grant programmes specifically asks what expertise and experience your project group has which is relevant to your application.

Your organisation will need to be properly constituted and funders will expect to see how important documents, such as a business plan and other documentation have been produced, discussed and approved by reading the minutes of meetings. All of these will have to be produced to a professional standard, because if you are going to be asking for funding from public funders and local people, you will need to provide the evidence that you have developed a well thought out, workable and sustainable project.

If your project is creating a new use for the church building, then under certain circumstances that new activity may best be run by a new body with its own distinct legal existence; and if so, you should consider whether to set up the new body earlier rather than later, as funders may require this. See Chapter 4 for details.

HERE ARE THE THINGS YOU WILL NEED TO THINK ABOUT:

Setting up your organisation

In order to ensure that the money is spent on the purposes it was allocated for, grant funders prefer to deal with **properly constituted organisations**. You also need to show that you have a structure in place that will not only develop the project, but also manage it in the long term. (Choosing an appropriate organisational structure is covered in Chapter 4.)

Firstly, define the terms of reference of your Group and develop a clear set of aims and objectives. As your project develops, your vision and main objectives will become more focussed i.e. deciding what services you are going to provide and who will be the beneficiaries.

You should also agree clear lines of accountability and communication. There will be times when decisions may need to be taken quickly and everyone needs to understand the chain of command and where responsibilities for the project lie.

Every member of the Group should be aware of the terms of reference and understand how decisions are made and actions taken. You will also need to actively seek the backing of your PCC or your governing body or committee.

Skills and Abilities

Running a community/building project will require many skills. So draw up a **Resources Plan** in which you list:

- the full list of skills you think you will need;
- those you already have;
- those you hope to be able to find in the wider pool of the local community; and
- those you may have to 'buy' in or seek from outside experts.



A SUGGESTED SKILLS AUDIT – *you may not need all of these*

Leadership - bringing people together; achieving consensus to reach decisions – Chair

Financial - keeping control of the budget – Treasurer

Project Management - co-ordinating the PCC/Trustees side of the project to keep everyone on track and managing communications between architect, contractors and PCC

Technical/building – an understanding of building issues so as to be able to work effectively with professional advisers. This could be combined with the project manager role

Communications - writing, newsletters, social media (publicity)

IT - completing online forms, designing spreadsheets and creating a website

Administrative - organisational, keeping records, writing minutes

Education - understanding learning environments e.g. schools, adult learning

Local knowledge - knows the community and community leaders well

History – knowledge of local history, research sources and methods

Fundraising – knowledge and experience of fundraising

Creative/social – organising events and activities some of which may be fundraising

Practical – other volunteers to help with events, moving furniture, clearing up!

(Taken from the Ambassadors' Training Notes supported and delivered by Historic England and the Diocese of Norwich.)

Ask your volunteers what skills they have. Some may have been the Treasurer of another community group, while others through current or previous employment may have a financial, IT or communications background, have experience of project management or of giving presentations to groups of people.

Look within your own congregation and the local community. You may be lucky enough to have a retired architect in your congregation who can help with writing briefs, or a solicitor living nearby who can advise on writing legal agreements, but be very clear on what basis they are being asked to help, as retired professionals tend not to keep up to date with current practice or indeed may not have kept up any form of professional indemnity insurance. Other useful people could include a local historian who can help with research and understanding the historical and architectural significance of your building.

You may also need people with other specialist skills depending on the project e.g. if it's about creating learning activities whether for schools or the community, then see if there are any retired teachers in your congregation/community.

People may have other skills that have nothing to do with buildings or community hubs. Those who have had managerial jobs will have transferable skills such as leading on complex projects and managing change.

Ask people if they would like to be involved. They may not be aware of your project – and people always liked to be asked. This can be your opportunity to bring new people on board with new skills and fresh energy!

TRAINING REQUIREMENTS

A Resources Plan will **also** demonstrate what training requirements you may need. Volunteers need to be trained – they must know what they are doing, not only in the pre-capital phase but after the building work is completed. For example, a project running a lunch club with food prepared in your new kitchen will need volunteers trained in food hygiene and preparation skills. Do any volunteers need First Aid training? They should be as qualified as a paid person. Volunteer does **not** mean for free and it is usually not inferior either – many highly skilled people choose to volunteer but it is also true that some people will need some support. Identify the standard of quality that your project must achieve and then ensure that all your volunteers are adequately trained to meet those standards.

Organising appropriate training for your group can be added to your list of objectives (see further on in this Chapter.)

RUNNING YOUR MEETINGS

It is valuable to spend some time discussing as a Group how you will run your meetings. Will you make decisions by taking a vote or trying to reach a consensus through discussion? Crucial to achieving this is having:

- an experienced/skilled Chairperson;
- an experienced/skilled Secretary to take the minutes and record the decisions taken, the agreed actions and who has agreed to undertake them. The minutes need to be produced and circulated quickly and at every meeting actions should be reported on;
- an experienced/skilled Treasurer/finance person to keep control of the budget.

You might also want to agree a set of values. A suggested list could include:

- be positive
- be respectful
- speak succinctly and let everyone have their say
- aim to agree by consensus
- be responsible for actions you agreed to undertake and be honest if you need to ask for help
- listen to hear

Learn to appreciate other's contributions. People can contribute in different ways i.e. some may say little, but they will have been listening and will provide crucial input just when it is needed most. Others may talk a lot because that is how they do their thinking.

Take into account the needs of the Group as well as the building – not everyone will be able to come to every event or meeting so don't worry if they don't. On the other hand, it is probably good to agree how often people need to come to meetings for the project to work well.

Ensure everyone feels they have a role, while at the same time, don't overburden anyone by giving them a job without ensuring they feel confident to take it on, and make sure you offer support.

Get regular meetings scheduled in the diary to keep your project moving forward. Make sure you meet somewhere comfortable and practical. Meeting in the pub may be a good idea, but if it is in the public bar, it may be difficult to hear if you are competing with a quiz or football match on the TV. Meeting in a cold church, with no heating or toilets or kitchen facilities, may demonstrate the need for your project, but may not be conducive to comfortable, productive meetings.

Agree how you are going to communicate between meetings. There may be decisions that need to be taken quickly. And if it's by email, then ensure all your members have access to the internet. Online facilities such as Dropbox or Google Drive allow you to share documents and open them for editing by several people simultaneously. Again ensure everyone knows how to use these facilities and provide training for those who can't, to ensure that everyone can access this and no one is excluded.

It is a good idea to ensure that people are willing to take responsibility for specific aspects of the project. This does **not** mean they have to do it all, but that they will take charge of making sure that the actions in that area get done.

OBJECTIVES

As soon as you have your overall aim, you can start agreeing your objectives, which will be more detailed and should explain how you will make your project happen. These are the actions that you tick off as you progress on your journey. Objectives need to be 'SMART':

- **Specific** – Something detailed (e.g. the opening of a bank account.)
- **Measurable** – Quantifiable. You need to know when you have achieved something. This helps with project monitoring. If your objective is to recruit 20 volunteers within 6 weeks, and you've recruited 10 volunteers in 3 weeks, then you know exactly how much more of this objective is left to achieve and when you need to achieve it by.
- **Achievable** – Don't set objectives that only Superman or Wonder Woman can achieve! Be realistic with your targets and allow yourselves enough time.
- **Relevant** – The objective needs to be relevant to your project.
- **Timely** – There will be some objectives that you can't start until you have completed others. Being aware of when certain objectives need to be completed will help you with your project management.

FINANCIAL CONTROLS

If you're opening up a bank account, most banks will insist on a minimum of two signatories, and usually suggest that all cheques should be signed by at least two from a pool of three signatories. Signatories at different addresses offer better financial security.

Think about who will pay the invoices and what your procedure for approving expenditure will be. A lot depends upon the financial size of your project. What about financial limits? Should work of more than £20,000 be authorised by the whole Group and not just the Treasurer, for example?

Who should act as the co-ordinator for these payments? A treasurer is the sensible option, but the project finances are not the responsibility of one person – it's the responsibility of the whole Group. How will the Treasurer know when an invoice should be paid? Has the work by contractors been carried out to a satisfactory standard? If so, how will the Treasurer know? Who in your group has financial monitoring skills?

Your bank and also your church treasurer will be able to give you advice on this.

COMMUNICATION/PR

If you've worked hard to consult the local community about what they'd like to see, then it is important to maintain their support, so you must keep them informed as the project progresses. Funders will want to see that the community is involved throughout.

You also need to feedback to your own congregation; you don't want them to feel they are being kept out of the loop.

Write a simple plan to clarify how you will do this. This could include:

- setting up a website or a new section on the existing church website. Keep it up to date and always include plenty of photos. Create a link to and from the village/ community website;
- sending out a regular newsletter;
- setting up a Facebook page or posting items about the project onto an existing Facebook page. Twitter is useful for highlighting big news items such as obtaining a grant or advertising events;
- putting updates on public notice boards;
- organising events to celebrate project milestones;
- organising project talks, tours and exhibitions.

Your website/newsletter should set out your vision and your objectives as well as providing relevant information such as costs and proposed plans and results of surveys etc. Provide details on how people can get involved. You may also have someone in your congregation or local community who has experience of writing press releases, or who can write a blog, create a Facebook page and uses Twitter. Facebook is one of the most effective ways of communicating updates about your project and the information can be shared and posted on other local pages. Find someone who enjoys Facebook – or train someone up – but it is a really important way of getting your message out on a very local level.

You may also want to get wider publicity such as when you start community consultations, launch your fundraising campaign or when the project is completed. You may want to speak to local press and your local radio station. Every Diocese and denomination will have a **Director of Communication** or **Communications Officer** and they can help you with this.

POLICIES AND PROCEDURES

Developing, implementing and monitoring a project means creating many plans and policies along the way. Collect them all together into one big project file document. This becomes your project ‘bible’ – the document containing all of your policies on equal opportunities, environmental sustainability, and social inclusion. It’s where you can keep your community group’s vision and aims, skills lists, objectives, action plan and communication strategy. All of these documents should be **regularly reviewed**. Whenever a change happens, go through this project file and see what impact it has on your other policies and procedures.

If you are running a project that involves building work and providing facilities and activities for people, there will be several areas of policy and procedures that you will need to have in place (see below.) It is not only better to have thought about these issues in advance rather than having to do so when a situation crops up, but funders may also ask to see them.

There is support out there and you may find that another group’s (including your own church) policies and procedures can be adapted to suit your needs. Don’t re-invent the wheel if you don’t have to.

Policies that you may want to consider including are:

Environmental sustainability

Nowadays, sustainability should be included in everything that goes on in your building from heating to lighting to the transportation of your congregation and other users. Funders will often expect you to demonstrate how the project is environmentally sustainable.

If your project involves making alterations to the building, think about appropriate sustainable materials, techniques and design. For example, do you want to source labour and materials from within a 20-mile radius to reduce the carbon footprint of your project? What will you do with the old materials and can you re-purpose what you have?

Thinking about this early on can help create a more comfortable and efficient building which is cheaper to run as well as having less environmental impact.

The Church of England’s Environmental Campaign has guidance on audits, developing action plans and what sort of changes you can make including guidance on heating and lighting.

www.churchofengland.org/environment

Most Church of England Dioceses will have an Environmental Officer and most denominations have information on their websites. (There is more about this in Chapter 9)

Access for Everyone

Access comes under the **Equality Act 2010** which under the duty to make reasonable adjustments requires:

- all employers, large and small, to make reasonable adjustments to avoid substantial disadvantage to disabled employees. This duty is not speculative, but relates to the actual needs of a specific individual who is disabled. It may, however, be more cost-effective to consider access improvements as part of a programme of planned refurbishment, thereby allowing for disabled people to be employed in the future without the need for further alterations. It will also enable you to welcome disabled volunteers; and
- service providers to take positive steps to ensure that disabled people can access services at a standard that is as close as possible to that offered to the public. Unlike the duty imposed on employers,

this is an anticipatory duty; service providers are required to anticipate the needs of disabled people and to accommodate them in a wide variety of ways. www.gov.uk/guidance/equality-act-2010-guidance



You will want to ensure that you are taking into account the needs of your users which will include the elderly and mothers with pushchairs and toddlers. So take this opportunity to not only ensure your project is fully accessible, but look again at current access to all your activities, including worship. Maybe this project can improve access to the whole building. Increased accessibility doesn't always require major physical adaptations and much can be achieved by improved signage and better lighting.

Important: The Equality Act does not override other legislation such as listed building or planning legislation and the need to obtain appropriate approvals under Ecclesiastical Exemption still applies in the case of changes made to improve access. However as Christians, we should always be striving to be as inclusive as possible and not use our listing as an excuse not to make our buildings as accessible as possible.

There is plenty of guidance on the internet on how to undertake an access audit. All the denominational websites have information on this.

Your church management group (e.g. PCC, Trustees) should have the following policies, at least, already in place. Your project Group may wish to use these versions as a template for their own policies.

Child Protection/Vulnerable User

This will vary from project to project, but it is something that should be considered. If you're creating a community space in the church that will be used by groups of children or vulnerable people, will you only let out the space to adults who are registered with the Independent Safeguard Authority? What steps will you take when new users wish to

use your project, to ensure that all users are protected accordingly? Your Diocese or Denomination will have a Safeguarding Officer who will be more than happy to provide you with information or advice on any aspect of the protection of children and vulnerable adults.

Equal Opportunities

What steps will you take to ensure that anyone can get involved and volunteer with your project, or use your project facilities once they are up and running? This can raise issues as some people may feel uncomfortable allowing certain groups to use a church for specific activities. However, equal opportunities apply to everyone. A public funder may refuse to give you public money, if there are some members of the public that you wouldn't allow to use your church or get involved with your project. If you think this may become an issue then you should seek advice.

Health and Safety

What steps will you have in place to assess whether the intended use of your project meets current health and safety guidelines? You must ensure your building is safe to visit, use and work in.

WHO CAN HELP?

There is a lot of advice and support out there. Try to find out as much as you can, as early as possible. People to consider approaching include:

- your local Diocesan or denominational Community Development Worker – if there is one. Job titles vary – they may also be called a Community Funding and Partnership Officer, Parish Development Officer or Community Outreach Officer;
- your local Historic England Support Officer, who will again go by a variety of titles;
- the Community Development Officer at your local council, or Partnership Project Officer at your local Strategic Partnership if you have one. (Search your local authority's website for 'community grants' and this will point you in the right direction.)
- your local Community Voluntary Action group or local Council for Voluntary Services (CVS) who offer advice to community groups. To find groups in your area visit www.navca.org.uk/find-a-member-1;
- Organisations such as ACRE, Locality and the Directory of Social Change have lots of resources and advice available on their websites. Some of them are membership organisations and it may well be worth considering becoming a member to ensure access to the services only available to members.
- The Heritage Trust Network provides an invaluable platform for members by way of peer-to-peer support, knowledge sharing and skills development. Their guidance and advice helps groups throughout the lifetime of their heritage regeneration project from start-up to post-completion. www.heritagetrustnetwork.org.uk

TOP TIPS



- See what expertise you already have within your own congregation and local community especially people who have just retired and may be willing to help.
- When about to undertake any works - whether repairs or re-ordering or even maintenance - take the opportunity to think about access and energy efficiency and see whether it provides a chance to make improvements.
- Whenever you visit a public building have a look at its access and energy efficiency arrangements. Look at what has been achieved and how.
- Start documenting the development of your project, with formal records such as minutes and policies, but also by taking photographs which can be useful for exhibitions and the website.
- Create a **project monitoring group**, or working group to take on the day-to-day responsibility of pushing the project forward. The quicker key people can liaise with one another, the quicker problems are resolved and potential delays are eliminated.
- As a Group, it is worth taking time out to look at what is going well, what is causing difficulties and what barriers have emerged. It maybe that you might have to rethink certain aspects. This is known as a **mid-mortem!** It is better to make changes as you go than remain fixed on a path that is going nowhere!
- Make it an enjoyable process. Organise occasional social outings for the Group. Don't make every time you meet be about the project.

CHAPTER 3 CHECKLIST 

Have you thought about how your Group will be organised?

Have you undertaken a skills assessment of your group and matched it against the skills you need?

Have you identified any immediate or future training requirements?

Have you identified your Group's aims and objectives?

What are your group's SMART objectives?

Have you established suitable financial controls and procedures for your group?

Do you need to create Environmental, Access and Communication policies?

Do you need to establish, or can you use your Church's existing polices for:

- Child Protection / Vulnerable Users
- Equal Opportunities
- Health and Safety

FURTHER RESOURCES

Loomio is a resource that provides guidance and simple tools on managing meetings, making and recording decisions at meetings and outside meetings and generally ensuring your meetings are run efficiently. It also gives advice on how to ensure decision-making is transparent. www.loomio.org

The Action with Rural Communities in Rural England, **the ACRE Network** (previously known as Rural Community Councils.) You can find details of your local organisation here www.acre.org.uk/in-your-area/network-members

The ACRE Network also provides an information service for village halls and other rural community buildings. Many of their publications, which cover governance, hiring agreements, health and safety, recruiting and managing volunteers will be relevant. www.acre.org.uk/our-work/village-halls

The **Church Urban Fund** provide guidance and templates for parish policies which can be downloaded here www.parishresources.org.uk/people/employing-staff

The **National Lottery Heritage Fund** (formerly the Heritage Lottery Fund) is keen to encourage applications for funding to build capacity or to or achieve significant strategic change, through acquiring new skills or knowledge, exploring new models of governance, leadership, business and income – in order to improve management of heritage for the long term. *'Your project could be stand-alone or you could be incorporating activity within an application to strengthen your organisation's ability to carry out a wider project'.*

www.heritagefund.org.uk/publications/organisational-resilience-guidance

Their *Resilient Health Strength Checker* can help you identify your organisations weaknesses as well as your strengths. www.resilientheritagechecker.org.uk

Guidance on Environmental Policy

The **Church of England's** national environmental campaign aimed at helping the Church's 44 dioceses and 16,000 churches reduce their carbon footprint can be found here.

www.churchofengland.org/environment

The Diocese of London's **Sustainable Buildings** initiative aims to make its own building developments sustainable and low carbon. It covers both new build and alterations. Although the information is primarily intended for architects and Quinquennial Inspectors and other construction professionals working for parishes and churches, it is a useful resource showing what can be achieved. Case studies are being added all the time. www.london.anglican.org/kb/sustainable-building

Historic England also provides practical advice on how to make your place of worship more energy efficient. www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship/energy-efficiency

Guidance on making your building accessible

Historic England has produced *Easy Access to Historic Buildings* (2015) which focuses on physical access issues because these often pose the greatest challenges as well as opportunities for historic buildings. The guidance also focuses on the challenges and constraints posed by buildings whose function is not directly related to their historic status - shops, offices and civic

buildings - rather than those preserved and opened to the public purely as historic attractions. It explains the requirements under current law and includes plenty of practical guidance and illustrated examples. You can download the document here www.english-heritage.org.uk/publications/easy-access-to-historic-buildings

There is advice on the **ChurchCare** website here www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/accessibility

Accessible Welcome is a resource from **Germinate: The Arthur Rank Centre**, which is designed to help rural churches work towards ensuring that their church – both the building and their worship – is accessible to all. www.germinate.net/mission/accessible-welcome

Searching, the **National Lottery Heritage Fund** using the word ‘access’ will bring up advice on all the ways of making your activities and building/s more accessible www.heritagefund.org.uk

There is also guidance on inclusion here www.heritagefund.org.uk/publications/inclusion-guidance

The Centre for Accessible Environments

www.cae.org.uk

The **Dementia Services Trust** has produced ‘*A guide on the implications for church buildings of intentional inclusion of the elderly and those with dementia and their carers in the buildings we use for worship*’. www.dementiatrust.org.uk/programmes/faitn-and-dementia

Health and Safety

There is useful guidance on the **ChurchCare** website www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/insurance-health-and-safety and the **Ecclesiastical** website www.ecclesiastical.com/churchmatters/churchguidance/churchhealthandsafety/index.aspx

There is also guidance on all denomination

websites.

Using Social Media

The **Near Neighbours Project** (funded by DCLG) has produced ‘*Social Media Toolkit: Building your Online Profile*’. This provides the ideas, information, and support that will enable you to grow your social media base as you engage with your community and publicise the work you are doing. www.cuf.org.uk/Handlers/Download.ashx?IDMF=bf4ab799-2f8b-4422-93bb-dc9a58d11069

You can also search the **National Churches Trust’s Resource** Centre using the ‘publicity’ tag which will bring up guidance on all aspects of promoting your project from social media to newsletters and websites to using the local press. www.nationalchurchestrust.org/building-advice/resource-centre

Setting up a church website

There are a large number of websites offering guidance on how to create an effective website. A good place to start is www.goodchurchwebsites.org.uk. You can also make use of www.achurchnearyou.com which is free to all Church of England parishes.

CHAPTER

4

GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE

TEAM PRAYER

Father God, thank you for the gift of life,
love and your Son, Jesus Christ.

We acknowledge Your Lordship over all
that will be spoken, thought, decided
and accomplished within these walls.

We thank you for the gifts you have given
us, and commit to using them responsibly.
Anoint our creativity, ideas and energy so
that even the smallest task may bring you
honour. Blessed be God forever. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

(Most of the information covered in this chapter is Church of England specific. Churches from other denominations and the Church in Wales, Church of Scotland and Church of Ireland are advised to consult with their own church authorities for specific advice.)

In order to help ensure that grant money is spent on approved purposes, grant funders prefer to deal with **properly constituted organisations**.

As discussed in Chapter 3, it is vital for the success of a project to have a formal structure that ensures decisions get taken and recorded properly and that finances are fully accounted for. This is important for the development and implementation of the project itself. Usually, the development and implementation of a project is managed within the existing local church structures. For small projects, it may be sufficient for the PCC/Trustees to run the project. For larger projects, it will be necessary to set up a project team as a sub-committee. (See Chapter 3).

It is important to think ahead as to how any new activities are going to be managed in the future, after any building work or other changes have been completed. This may just be about how and by whom your church building will be managed when it is being used by more groups and for more activities. Most churches are used to hiring out space in their buildings for one-off activities or regular weekly half-day sessions.

However, if your project is about setting up a more ambitious venture, it may be necessary or beneficial to form a separate company. This could include setting up a support group in partnership with another organisation aimed at a particular target group e.g. the homeless where the group will be taking up permanent space, or a project that involves some form of trading e.g. a community café, shop or a community energy project.

Overall you must ensure that you choose the right vehicle i.e. the right organisational and legal structure that allows you to do what you want to do and importantly to retain the right level of control over what happens within and to your church building. You will need to decide when it is the right time to set up the new legal structure.

The structure should reflect your values and principles, or in other words, 'the culture of your organisation'. How are you going to make decisions? Will you be a member-based organisation and who will you be accountable to? Who develops and decides upon policy and strategy? Do your users get a say?

It may be that the working group developing the project works within one structure and sets up another to run the building and the new activities in the long-term.

Most of this chapter is about looking ahead to how your building and the new activities will be managed in the long-term.

CASE STUDY

ST GERMANS PRIORY, DIOCESE OF TRURO

www.stgermansparishes.com/st-germans // www.facebook.com/StGermansPriory

Population: 4,301 (2011 Census)

This Grade 1 medieval priory church, classed as a major church, is on the site of the first Saxon cathedral of Cornwall and close to the River Tamar, the border with Devon. It's a challenging site on the side of a steep slope in a large village, sharing a boundary with the stately home of Port Eliot. The house and church used to be a flourishing monastic port in the middle ages, occupied by Augustine monks.

Popular as a venue for a variety of cultural, musical and community events, it is still the local parish church in St Germans in South East Cornwall, but its rebirth into the Priory was formalised in January 2013 when it came under the stewardship of the St Germans Priory Trust.

In 2011, the future looked bleak for St Germans Parish Church and the church was threatened with closure. With a dwindling congregation, the PCC was struggling to keep up with maintenance and repairs, let alone make it a warm and welcoming resource for the local community and visitors alike. There was a significant danger that it would eventually deteriorate to the point that it became unfit for use. This was averted with the support of the Bishop of Truro, The Rt. Revd Tim Thornton, and the Church Buildings Council (CBC), who backed local volunteers in developing a project, through a novel lease arrangement, to adapt it into a sustainable resource for wider use. The aim is, over time, to develop the building into a welcoming visitor attraction and a centre for education, culture and community as well as retaining it as a place of worship.

It is currently run by the St Germans Priory Trust in close cooperation with the local PCC. The Trust has leased the Priory from the Diocese of Truro and the PCC retains specific responsibility for the chancel. The two organisations work together to manage the day to day requirements of running such a large resource.

The Trust took charge of the capital works programme and aspire to make the Priory 'fit for purpose'. They were successful in obtaining two small grants in 2015; from the Listed Places of Worship Roof Repair Fund to undertake some emergency work on the extensive roof and from the Headley Trust to repair the South Porch. Work remains ongoing to maintain the building in a stable condition. St Germans Parish Council also provided funding for a part-time development officer for a limited period which has been instrumental in securing a greater number of events. With the help of the PCC, the Trust also invested in toilet facilities; providing 2 compostable external 'woodland' toilets as a temporary measure which has proved to be very popular.

The congregation numbers remain small. The Trust still has a number of risks and are finding it very challenging to raise funds for the major project that they wish to develop. This sees the introduction initially of basic facilities like running water, sewerage, kitchen facilities and heating and then high quality resources to enable events to be 'staged'. The Trust remain undeterred in working towards their goal.

The Priory already provides:

- a unique tourist and visitor destination in Cornwall. Groups of all types regularly book tours;
- a unique learning environment for schools, colleges and all types of groups and individuals;
- a focus for historic and archaeological research;
- remarkable acoustics; it is a regular venue for concerts and recordings;
- opportunities to learn about the origins of Christianity in Cornwall and the chance to start the newly launched, 125 mile Cornish Celtic Pilgrims Way through Cornwall to St Michael's Mount;
- regular Church services, baptisms, weddings, funerals and memorial services;
- a community space. It is in regular use as a venue for concerts, craft fairs, auctions, cinema nights and theatrical events. It is used by the local community and school for gatherings. It has strong potential as a location for film and TV productions.

Port Eliot hosts a major art and literary festival every summer and the Priory is fully engaged with this, hosting a number of spectacular concerts in the evenings of all music genres. In 2016 and 2017, St Germans Priory hosted a number of diverse events including a choral evening by a Dutch Choir, a well known local Jazz Quartet, a 3-day Christmas Market, performances by the East Cornwall Bach Choir, the Megavissey Male Voice Choir, Burraton Male Voice Choir and the Truro Cathedral choristers. The annual History and Archeological Group Conference was held in the Priory and a number of local fund-raising initiatives.

Speaking on behalf of the CBC, Dr Joseph Elders said he had been “amazed” at the church’s beauty, adding: *“The CBC’s involvement is to catalyse community spirit and to help provide a focus for spirituality, culture and art, tourism and community use. St German’s Trust should be shared by many – not just the worshipping community – and put back at the centre of the community where it belongs.”*

With support from researchers including the CBC, St Germans Priory Trust have written up their story so far. The process is about maximising their learning as well identifying insights and approaches that could be useful and transferable to other churches in rural, suburban and urban settings. Trustees are happy to offer their model and approach alongside their insights and learning as part of training and support to colleagues across England at a diocesan and parish level. Please do be in touch.

CASE STUDY

HOLY TRINITY, PARR MOUNT (FINGERPOST CHURCH), DIOCESE OF LIVERPOOL, COFE

www.stpaulsblackbrook.wordpress.com/holy-trinity-parr-mount // www.facebook.com/FingerpostChurch

Built in 1857 and known as the “Giraffe Church” due to the distinctive polygonal blocks of copper slag used for the exterior, by 2011 Holy Trinity was facing closure and demolition due to congregational decline and serious structural problems caused by the use of an inappropriate cementitious mortar when the building was repointed in the late 1970s.

When St. Helens Council refused permission to demolish the listed church, the congregation, under the leadership of Interim Minister Rev. Glyn Thomson, spent time in prayer and reflection, seeking God’s vision for the church’s future. In an economically depressed area which was gradually being abandoned by banks, retailers and other institutions, it became clear that God was calling the church to be a hub for social action within the community.

The congregation realised they could not “go it alone” and so put together a coalition of stakeholders including representatives from the Diocese of Liverpool, St. Helens Council, Helena Partnerships (the local housing association) and FINTRA (the Fingerpost Tenants and Residents Association). First Choice Day Opportunities, a local business which rents a room in the church, and the church’s architect, Anthony Grimshaw, also joined the group which became known as the Fingerpost Regeneration Project Committee – a name chosen to recognise that the

regeneration of the church would ultimately prove to be a catalyst for the regeneration of the community. Support and advice was also provided by the Cathedral and Church Buildings Division, London.

The Fingerpost area is not short of problems including: drug and alcohol misuse, debt, unemployment, single parenthood and child poverty. It was the very detailed statistics on the local health crisis, provided by the Council’s Public Health Department, which were really startling, however. The average life expectancy in St. Helens (80.7 for women / 76.0 for men) is some way lower than the national average (82.3 / 78.3). In Fingerpost, it is just 73 / 68. Roughly 1 in 5 people in Fingerpost lives with a chronic condition such as COPD or diabetes with the root cause being poor diet and lack of exercise. Mental health problems are rife, particularly among working-age men as unemployment leads to anxiety, depression and worse.



A programme of activities was devised to start tackling some of these problems. The church bought eight laptops, funded by Awards for All, to host CV-writing and computer literacy classes and to help benefit claimants apply for benefits using the new online system. It also hosted a Jobs Fair. The nave was used for light exercise classes and the NHS “iVan” mobile screening unit visited. However, there were still serious building problems to deal with and the church was added to the Heritage at Risk Register in 2014.

With the generous funding of the HLF, the National Churches Trust and Garfield Weston Foundation, the first phase of repairs was carried out in 2016. As well as repairs to the walls and roof, a new heating system was installed (meaning the church can be used all year round), as well as a new kitchen, café area and WCs and an office was created within the north transept to be used as a permanent base for FINTRA.

The new kitchen was designed so that it can be used to host healthy cookery demonstrations, particularly aimed at young mothers who learn how to produce nutritious meals for their families on a tight budget. The kitchen can also be used by wheelchair users. The café hosts regular drop-in events aimed at tackling social isolation.

There is still another phase of repairs to be done and internal redecoration is desperately needed, but Fingerpost Church is definitely “on the up” and becoming recognised as a beacon of God’s love in an area which needs all the love it can get.

WORKING IN PARTNERSHIP WITH OTHER ORGANISATIONS

Working in partnership with others can bring huge benefits in the form of specialist knowledge and skills, additional funding and the sharing of resources. Churches are able to offer a building, volunteers and a wish to help their communities and support those in need.

This could include hosting an outreach Post Office® two mornings a week, where all the equipment is brought in at the beginning of a session and taken away at the end of each session, or supporting the homeless in partnership with an experienced homeless charity by providing space and volunteers. Many projects are a partnership between the church and the local authority which may want to deliver a statutory welfare service to a specific locality. Such partnerships are especially vital in rural or deprived areas where the church can provide facilities, have links to hard-to-reach communities, and contribute knowledge of local circumstances.

It will be important that both sides have something to offer and to gain from the partnership and that you both share the same objectives and values. It is important to understand how each organisation works and its core objectives.

SHARING SPACE WITH OTHER ORGANISATIONS

Consideration must be given not only to the legal mechanics of how you will work together but also to how you will share the space in your church with another group or organisation. You may want a licence to allow the group use of your space or, if you are planning to collaborate on running the new activities, you may want to set up a legally separate entity. In any case, you will need a licence under faculty for the other group or your newly created organisation to occupy part of the church and run your new activities.

All churches are charities, whether registered with the Charity Commission or exempt from registration. Both charity law and the Church of England regulations require a group using a space in church premises to pay the going commercial rate unless its objectives are the same as or similar to those of the PCC. It is really important that your Mission Action Plan and the goals the PCC established at the beginning of the project reflect this. Otherwise, your ambition may be defeated by having to charge more for your space than an organisation can afford.

Within the Church of England, **Section 68** of the **Mission and Pastoral Measure 2011 (MPM)** (which replaced the Pastoral (Amendment) Measure (2006)), allows for a lease to be granted under faculty of part of a consecrated church building, provided that taken as a whole the building continues to be used primarily as a place of worship. Prior to 2006, if a Church of England church wanted to grant a lease they had to make that part of the building redundant and it then came under the secular planning system. The new measure means that the whole church remains under one planning system and it also offers greater security to potential leaseholders as well as enabling them to meet the conditions of some of the major funders which require proof of security of accommodation. (There is more on leases and licenses at the end of this chapter.)

LONG-TERM MANAGEMENT OF YOUR BUILDING AND/OR NEW ACTIVITIES

Over the last few years, models have emerged that provide new ways of sharing the space and the responsibility of managing a building that is being used as a place of worship and also a community space. These are not going to be appropriate for everyone, but they will encourage you to consider different options.

Some are about finding ways for congregations and their communities to work together ‘to share the burden’ of looking after a building. This is more than simply bringing the community into the building to enjoy it and use it; it is about setting up structures **which enable people from outside the congregation to help look after it.**

There are two ways you can approach this. You can either continue to use the local Parochial Church Council (PCC)/or your ruling body or committee which is already a legally constituted body, or you can set yourself up as an independent, legally constituted community group.

Key issues:

- You must be very clear about the degree of control you want to retain over your building. This will include both the type of secular uses allowed and also the priority given to church activities. While you may want to delegate overall management and responsibility for maintenance and a proportion of the fundraising, you may also want to retain responsibility over any future proposed physical changes to the building. Do you want to remain under the Ecclesiastical Exemption rules or are you happy for part of the building to be closed and for that part to come under secular planning jurisdiction (with the possibility of some overlap), and possibly different taxation regimes?
- You need to be aware that different arrangements will have different implications:
 - Listed churches can claim for the repayment of VAT through the Listed Places of Worship Grant Scheme. Applications can only be made by the PCC/church body. As this will amount to 20% of the cost of the building works including professional fees, it should not be disregarded.
 - As charities, whether registered or exempt, churches enjoy a mandatory exemption from business rates. A community group, even if it is a charity, will not benefit from this exemption. If the group is a registered or exempt charity, it should enjoy an 80% reduction but will be obliged to apply for exemption from the other 20%. A commercial operation such as a village shop will pay full business rates. This can present problems for the church in ensuring that its portion of the full exemption continues to apply.
- There will need to be a written agreement whether it is a **licence** or **leasing contract** or a Memorandum of Understanding between the PCC and community group formalising their mutual responsibilities and use of the space. It will need to be carefully worded and will require a faculty/permission. You are advised to seek legal advice from your diocese/denominational authority.
- Whichever route you choose, it is important that the clergy and/or an appropriate number of people who are there as representatives of the PCC (or ruling body or committee) are included in the new organisation as a member of the management committee or ruling body of the new organisation. The governing document (constitution) of the new organisation should specify how many representatives of the church body must be included.

CASE STUDY

ST JOHN THE BAPTIST, STADHAMPTON, DIOCESE OF OXFORD, COFE

www.stadhampton.org/village/village-hall-at-st-john-s

Population: 832 (2011 Census)

A joint project between the Parochial Church Council, St John the Baptist and the Stadhampton community resulted, in October 2013, in the creation of Stadhampton's Village Hall at St John's. Situated about 8km north of Wallingford, in South Oxfordshire, the village needed space for community events and the PCC wanted to broaden church activities and outreach.

The church building (Grade II) was basically sound, but had no mains water or drainage, was damp and cold and stood empty for six days a week. Initially the village Building Project Team was intending to build a new hall, but gradually an idea formed which was tested through consultation and public meetings that by creating a community space within St John's, two problems would be solved.

Between 2008 and 2013, at a cost of £380,000, the church was reordered to provide new comfortable and flexible seating and underfloor heating and a new lighting system was installed.



© Jola Reczynska September 2013

A small extension was added to the west end to house the boiler and fully accessible toilets. A fully equipped kitchen was built in the north aisle. A new audio system was installed and a digital projector, screen and DVD player are available for use.

There is a service every Sunday. In addition, it is now available for hire from Monday to Saturday and Sunday afternoons. It has become a popular venue with a booking calendar on the village website. Currently regular events include a book club, parent and toddler club, Pilates classes, a ukulele group and a cinema night.

During the building phase, the project team started out as a sub-committee of the Parish Council as it had initiated the need for a village hall. Once the decision to modify the church had been agreed, for administrative reasons, it changed its accountability to the Parochial Church Council (PCC) but continued to provide regular reports to both organisations. To ensure a broad range of views, the membership of the project team included church-going and non-church going members of the community along with a Parish Councillor, the Vicar, and a Churchwarden. The chairperson was elected from the membership.

A number of options for managing the new hall were considered for its operational phase from sub-letting it from the church to handing over total responsibility to the PCC. Finally, it was decided to opt for a similar model to the project phase as it had successfully balanced the interests of both the secular community and the church.



Completed kitchen at Stadhampton © Mike Peckett June 2013

At the time of writing, key roles on the management committee include a Churchwarden, a Parish Councillor and the Booking Clerk; the rest of the committee (of eight) is made up of people largely involved in the halls user groups and the Vicar has an open invitation to attend any meetings. The management committee is guided by a document defining roles and responsibilities. These include: how running costs are shared; fundraising and apportionment of any profits and the maintenance of the fabric of the building, etc.

However, it is becoming increasingly difficult to recruit new volunteers to join committees.

“We are not there yet but I can see a time where we will need to revisit the traditional ‘committee’ model. At present, people’s lives seem to be busier than ever and whilst it is possible to get volunteers to take on occasion tasks, people tend to be reluctant to give their precious leisure time to ongoing commitments. One idea would be to use new technology to run meetings, another might be to have one person running the hall who is accountable to the PCC but perhaps this would have to include a paid honorarium or a salary which would have a knock-on effect on hiring fees and hall usage. As the accountable body, the default position would be for the PCC to take on full responsibility but this approach would lack the spirit of community partnership we have enjoyed thus far. So giving a great deal of thought to how your new facility will be managed in future is very important. You cannot assume that your building project team will morph into the management committee. The successful management of the new facility is a very different but equally essential role.”

Ann Stead, Chairman, Management Committee, Village Hall at St John’s, Stadhampton
www.stadhampton.org/village/village-hall-at-st-john-s

The range of models looks like this:

Option 1 – continuing to use the Parochial Church Council/or your ruling body or committee

The benefit of this option is that you are continuing to use the existing PCC/ (or your governing body or committee) as your constituted body. This is a perfectly good way of managing a project and it does cut down on some paperwork.

It may be that in order to bring new people, ideas and energy on board or because it is felt important to delegate the task – whether managing the building project or managing the building into the future that you decide to set up a **sub-committee** of the PCC. This should include members of both the church/PCC and the community. It will, though, be necessary to lay down some ground rules and set Terms of Reference, outlining the levels of authority and responsibilities.

The functions and the level of responsibility of the sub-group will need to be defined. For example, will the sub-committee be entitled to make decisions, or should they merely make a recommendation to the main PCC?

Your Terms of Reference document should set out the roles and responsibility of the PCC and the sub-committee and how the relationship between the two parties should operate. Funders will be content to enter into a grant contract with a PCC or church committee, but a Terms of Reference document will offer confidence that you have a structure in place for managing the project in the future.

A PCC is a corporate body. This means that the Chair or another authorised member can sign documents such as a licence or a contract with builders on behalf of the PCC but it is the PCC as a whole

that is responsible for honouring the licence agreement or paying the builders. If your governing committee is not a corporate body, each individual member will be personally liable for ensuring your church complies with the licence agreement or for paying the builders. You should check with your denomination's authorities if you are unsure of the legal status of your governing body.

Option 2 - establishing a separate Constituted Community Group

This could be a charitable corporation or a form of co-operative (see below). The benefit of this option is that the community group is an independent group, which could go on to implement other community projects in the village or neighbourhood in the future. Because it is a separate organisation from the PCC, a funder will expect there to be some written agreement between the community group and the PCC – perhaps in the form of a formal partnership agreement – just to clarify the relationship and responsibilities.

There would have to be a Memorandum of Understanding (MOU)/ formal contract between the PCC and the Group and in some cases it might also be a three-way MOU and include the Diocese Board of Finance (or the equivalent in other denominations.) The MOU would set out the opportunities and expectations to be gained from each of the two/three parties. It would also set out the delegated functions e.g. overall management of the building and maintaining the building fabric, the fundraising for a proportion of all repairs and maintenance costs. And it would also have to set out how the use of the building would be shared e.g. priority for church services and festivals, weddings and funerals etc.

Ecclesiastical Exemption would be retained in respect of future repair projects and adaptations.

It would still be essential for someone from the PCC and/or members of the church to be members of the new organisation. They should be, if not in a majority, then present in sufficient numbers to carry weight if any decision looks like going against church interests.

This option might be suitable for a project that it is envisaged will be of short duration, but if you anticipate it carrying on into the foreseeable future, then bear in mind there is bound to come a time when personnel may have changed and people on both sides may have lost sight of what originally bound the two groups together.

Option 3 - Lease to a Community Group by the PCC

This is an extension to Option 2 where the PCC retains ultimate responsibility for the parish and the church building while the local community, via a legally constituted community group, takes on clearly defined responsibilities for parts of the church building and activities in those areas. Because the PCC (or management committee in other denominations) is the licensor and the community group is the licensee, Ecclesiastical Exemption would be retained. The licence would reserve rights for church activities, including services. This is a good option if the intention is for the church building to become a more-or-less full-time community centre or part of the building is going to be used for a specific other purpose e.g. a community shop.

In the Church of England this would be undertaken using **Section 68** of the Mission and **Pastoral Measure 2011 (MPM)**.

Option 4 - Partial Closure of the church building

This is when the local PCC/church ruling body is prepared to retain responsibility for the parish, but does not have the financial capability to maintain the whole building. The regular congregation no longer require the whole building for worship and the local community has identified additional uses for part of the building. The relevant part of the building is closed for public worship and Diocesan Board of Finance/church authority is empowered to lease the building to a charitable organisation. This option is attractive where the funding bodies require the applicant to hold leasehold or freehold interest in the building. The closed part of the building would lose Ecclesiastical Exemption and the care and maintenance of the building would be shared by the charity and the PCC.

In some areas with large populations of recent immigrants, the option of transferring the ownership of some church buildings to denominations such as the Indian Orthodox Church is being explored. In one case under discussion in the Diocese of Liverpool this would involve the Anglican congregation retaining the right to worship in the church once a week while giving the new owners the opportunity to develop facilities for the community.

ChurchCare has set out the legal options and implications for the complementary use of church buildings

www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/sharing-your-building

CASE STUDY

ST JOHN'S, FERNHAM, DIOCESE OF OXFORD, COFE

Population: 245 (2011 Census)



“We have not only provided a building for the community, which needed one, but provided a mechanism by which the church building, which remains a place of worship, is managed and supported by the community, and that is a really significant development.”

Neil Sutherland, former Chair of Project Inspire

St John's Church, Fernham, doubles as the village hall offering a high quality space with state-of-the-art audio-visual and sound equipment and accessible kitchen and toilet. It can seat 100 comfortably.

The village, situated about 2 miles south of Faringdon in the Vale of White Horse, faced a big problem when its village hall burnt down and an alternative space became unavailable.

At the same time, regular services at St John the Evangelist, the Grade II listed parish church, were only attracting an elderly congregation of about half a dozen. The PCC was increasingly concerned about rising maintenance costs, a high repair bill and future usage.

Led by the village in close association with the church, it was decided to extensively reorder the interior of the church. A Project Team was largely responsible for making the building conversion happen while in parallel, the Church Warden ran a separate project to gain funding for the new roof.

The Project Team set up Project Inspire, a charitable trust set up as a company Limited by Guarantee to manage the conversion, and cover the running costs for the building's use for community activities, services and other church activities.

After long and careful negotiations with the Diocese, an agreement was reached on the management of the building post-conversion.

Project Inspire took on the repairing lease from the Diocese and responsibility for the routine maintenance of the building with an expectation, written into the lease, that if there are major works, Project Inspire will pay 60%, while the church community and PCC will contribute 40%, a ratio of 60:40 reflecting the split between chancel and nave areas.

In June 2010, the building reopened. While still used for church services, it can also now be hired to host a wide range of activities and events, including concerts, anniversaries, birthdays and Annabelle's Nursery which opened in September 2016.



The refurbished space offers an attractive and well-equipped refreshment area including a hot plate, sink and dishwasher; flexible seating options and a fully accessible toilet. Its zone controlled underfloor heating ensures that the building is kept warm throughout the winter.

At a meeting of villagers in May 2012, it was agreed that Project Inspire and another group, the Fernham Events Committee, should join forces to become the Fernham Village Trust. This charitable trust, set up as a company limited by guarantee to limit the liability of the Trustees, runs village events and now manages the use of St John's and Fernham Village Hall by the community and the church and covers the running costs. The management committee is elected every year at the Trust's AGM and members serve for a year.

The PCC pays to hire the building for its services and other church activities, such as weddings and funerals. It also raises funds for its annual parish share, which goes towards clergy costs, and helps to cover the mission and outreach of the church.

The Village and church share the same website www.fernham.info which includes an online booking system.



Watching the Royal Wedding 29th April 2011 © Neil Sutherland

Within Options 2, 3 and 4, there are two broad models of organisation that you can consider – a registered charity or a social enterprise. We will look at each of these in turn.

REGISTERED CHARITIES

a. **Charities** can have four different legal structures: unincorporated association, trust, company limited by guarantee, charitable incorporated organisation (CIO). A CIO can have members or be restricted to those on the management committee. All charities with an income over £5,000 are required to register with the Charity Commission to demonstrate that they have been established for public benefit.

Charities must submit an annual report and accounts to the Charity Commission and notify the commission of changes in the management of their organisation. If expenditure exceeds £25,000, they must have their accounts independently examined. Where gross income exceeds £250,000, their accounts must be audited.

Confusingly, the people managing a charity are called trustees, even when the organisation they manage is not a trust.

The Charity Commission provides model governing documents for each different legal structure. Using one of these saves time and makes it more likely that the commission will agree to register your organisation. These documents and much other advice are available at www.charitycommission.gov.uk.

b. **An Unincorporated Association** is the least demanding structure. The governing document (constitution) sets out the objects – the purpose of the group – and says how members are to elect the management committee. You provide the name of the organisation, the objectives and other details such as how many votes are required to pass a resolution but the basics are included in the Charity Commission’s model document. As its name implies, an unincorporated association is not a corporate body – a company – and is therefore not a legal person. Each member of the management committee is legally responsible for honouring any licence with the PCC or any contract for the maintenance, repair or alteration of the church building. This structure might be suitable for a short-term project but you need to think carefully about the risks if you envisage your community group being responsible for managing significant amounts of money.

c. **A Trust** is generally the legal structure used when a large amount of money is available to be disbursed. It was commonly used in the past as the vehicle for distributing substantial bequests from wealthy people. A trust is not a corporate body, so carries all the risks outlined in a) above. Generally speaking, this is not the most appropriate structure for a community group wanting to provide a service in a church building.

d. **A Company Limited by Guarantee** was, until recently, the preferred structure for most charities. While commercial

companies are limited by shares, those limited by guarantee are controlled by their members who guarantee to pay an agreed sum should the company be wound up and need to pay off debts. The guarantee is generally £1.

Because this type of organisation is a company as well as a charity, it is necessary to first register with Companies House (www.gov.uk/government/organisations/companies-house). Annual reports and accounts must be submitted to Companies House as well as the Charity Commission and Companies House must be notified about changes in the management committee within two weeks. There are financial penalties for the late filing of accounts. Members of the management committee are directors where Companies House is concerned but trustees where the Charity Commission is involved.

On first sight, this legal structure is complex and can be difficult to grasp but it does provide much greater security for the trustees than either of the two options above. If your community group anticipates having to borrow money or undertake an expensive building project, this could be your best option (but see CIO below). On the other hand, the security is no greater than that afforded a PCC which is also a corporate body.

The Charitable Incorporated Organisation structure was established to get around the complexities of the Company Limited by Guarantee structure. A CIO is a corporate body, as its name indicates and so it offers the same level of security as a company limited by guarantee or a PCC. It only reports to the Charity Commission. There is no minimum income requirement before the Charity Commission will register qualifying organisations.

The Charity Commission offers two different model governing documents, one for membership organisations and one where the only members are the people on the management committee. If your community group chooses to become a CIO, it will have to decide whether it wants its users, for example homeless people, to have a say in how it is run and have the opportunity to stand for election to the management committee or whether you prefer to appoint people to the committee without having elections. You will need to consider how you are going to ensure that your church retains sufficient control.

SOCIAL ENTERPRISES

A social enterprise is a business which has primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. They can involve a traditional community-based activity or can operate in a commercial arena. Social enterprise isn't for everybody, but it can provide a valuable model. The government offers tax relief on investment in social enterprises which would place investment in a social organization on the same footing as investment in a for-profit enterprise.

Social enterprises are not charitable and consequently some funders will not offer them grants. You should be confident that you can raise sufficient funds to accomplish your goals within your community before committing to this kind of legal structure.

There are probably four different types of social enterprise, as it depends on what you are trying to achieve and in what context. The most common are:

- **Community Interest Companies (CICs)**

CICs are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage. This is achieved by a “community interest test” and “asset lock”, which ensures that the CIC is established for community purposes and that the assets and profits are dedicated to these purposes. The Business Link website has guidance here www.businesslink.gov.uk/bdotg/action/detail?itemId=1077476109&type=RESOURCES

- **Co-operative Societies**

Co-operatives are not-for-profit organisations that are jointly owned and operated by a group of people/its members who share the profits or benefits. They are democratic enterprises, operating with a one member, one vote policy. The Co-operatives UK website offers a comprehensive (free) set of resources for community enterprises covering legal, financial and governance issues.

www.uk.coop

- A variation on this are **Community Benefit Societies** (BenComs) which are incorporated industrial and provident societies (IPS) that conduct business for the benefit of their community. Profits are not distributed among members, or external shareholders, but returned to the community.

In both cases, a Society will have Members (Shareholders), a Management Committee and a Secretary. The Management Committee ensures that the society is working for the benefits of its members (Co-operative Society) or the community (Community Benefit Society). Members are encouraged to attend and speak and submit motions at Members' Meetings and are entitled to stand, vote and elect representatives to the Management Committee.

- **Community Shares**

A community share scheme enables people to invest in their own community and take ownership of a project. Instead of turning to the private sector and wealthy individuals for support, community investment is about engaging communities to invest in themselves. The Community Shares website profiles current examples as well as providing guidance and toolkits which can all be downloaded from www.communityshares.org.uk. (There is more information in Chapter 10).

TAX AND TRADING

Individual churches of most denominations enjoy charitable status and therefore may only conduct activities falling within the charitable purposes of the church. When you are considering activities which fall outside these purposes and will amount to ‘trading’, you need to check the legislation to see what the implications are. Any doubts about the effect of this aspect of the law on a local church should be discussed, in the first instance, with the appropriate person in your diocese or denomination. You should also check with the relevant department in your local authority as to whether you would now be liable for Business Rates.

Also check with your Insurance Company if you are undertaking activities which bring in an income, i.e. you are starting to trade.

You need to get legal and financial advice to ensure you fully understand the different options and their implications. Spend time on this and talk to other projects and your church’s legal advisers. If you get this wrong, it can cause pain and expense in the long run. Talk to your Diocesan Secretary or the equivalent in other denominations, for advice.

Licences and Leases – if you are going to offer leased space to a tenant, or your project is going to have a licence or lease arrangement with the church, remember this is a specialised area and you will need sound legal advice. Each scenario will need to be negotiated on a case-by-case basis. Don’t be afraid to talk about money – get this right and it can ensure your sustainability and remember, it has to be viable for both parties. The document should clearly set out what each partner is responsible for and cover details such as cleaning responsibilities as well as who is going to pay for what e.g. servicing of equipment and maintenance and what proportion of the utility bills. You should also make provision for special church services and festivals and what will happen if there are weddings and funerals. At this point, it is worth saying that from a church point of view, it doesn’t do to be so grateful that you are going to get a toilet and a kitchen that you then negotiate away any financial gain when it comes to sharing space. You both have something the other needs – so be sensible. There are one or two known examples of the church being tied into peppercorn rent agreements, and struggling financially, while the community group using their space is thriving and financially sound.

You may want a Memorandum of Agreement which is a written understanding of the agreement between the parties setting out how they will work together on an agreed project or meet an agreed objective. NB a lease can’t be easily changed, but a Memorandum of Agreement can.

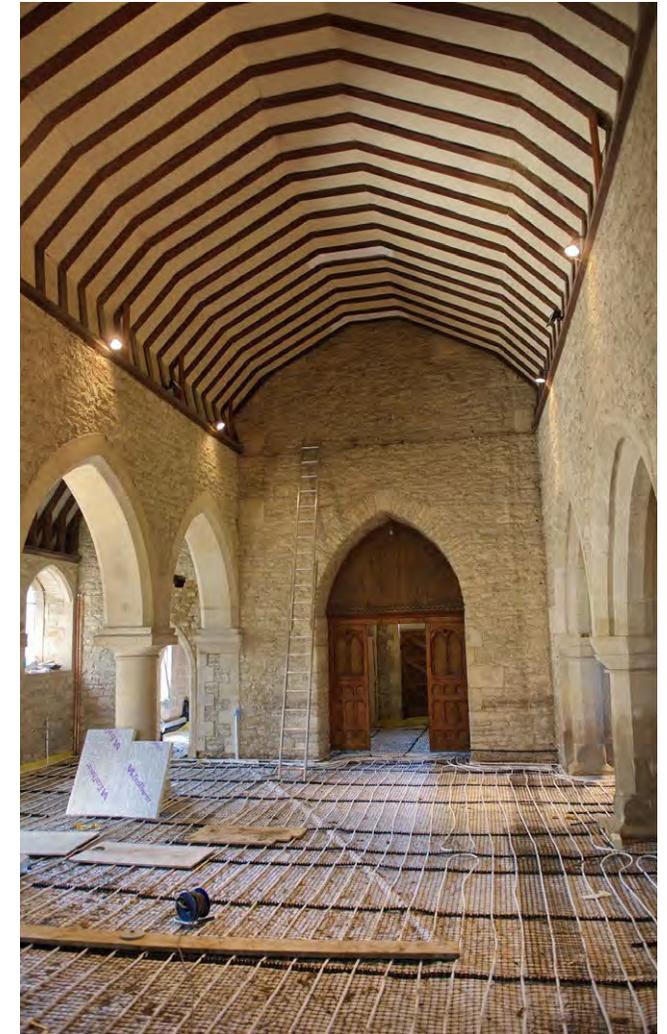
Make use of the templates that are available, but do take legal advice from your diocese or denomination. You will also need to obtain a Faculty/Consent/or Permission from your church authority as you are, in effect, giving rights of access to part of your building to another organisation. You may be able to get advice from a friendly solicitor in your community or if not you should consider getting paid advice. Initially ask for advice from your church authority.

If this seems a little daunting, don’t panic. There is plenty of help out there. Remember, there are thousands of community groups up and down the country doing something similar.

WHO CAN HELP?

In fact, getting advice and support is a sensible step to take, so go and ask for it. Try to find out as much as you can, as early as possible. People to consider approaching include:

- your local Diocesan or Denomination Community Development Worker – if there is one. Job titles vary – they may also be called a Community Funding and Partnership Officer, Parish Development Officer, or Community and Outreach Officer.
- your local Historic England Support Officer, who again go by a variety of titles.
- the Community Development Officer at your local council, or Partnership Project Officer at your local Strategic Partnership if you have one. (Search your local authority's website for 'community grants' and this will point you in the right direction.)
- your local Community Voluntary Action group/Council for Voluntary Services (CVS) offer advice to community organisations. To find groups in your area visit www.navca.org.uk/find-a-member-1
- the **Action with Rural Communities in Rural England**, the ACRE Network (previously known as Rural Community Councils). They are able to offer advice on governance, as well as having a network of village hall/rural community buildings advisers. You can find details of your local organisation here www.acre.org.uk/in-your-area/network-members



Laying underfloor heating at St John's, Stadhampton © Mike Peckett June 2013

TOP TIPS



- Whether you have set up a delegated sub-group or a new separately constituted community group, ensure that representatives from the PCC/Church Committee and/or clergy are included within your group.
- Just because your project may use the church building, it doesn't mean that someone from the clergy must chair group meetings. Clearly though, the clergy and PCC must be supportive of the project and the community group!
- Establish some **terms of reference** between the community group and the church as soon as possible. It prevents later problems arising that could impact on the project.

CHAPTER 4 CHECKLIST 

Have you decided how to manage your building/project in the future? Will you be a sub-committee to the PCC or establish yourselves as a separately constituted group?



Have you fully researched the different models of governance and sought the best advice so that you are able to decide which one is best for your project?

FURTHER RESOURCES 

The **ChurchCare** website is maintained by the **Church of England's** Cathedral and Church Buildings Division, but is a comprehensive resource for anyone managing a church building.

A key part of ChurchCare is the section called Open and Sustainable Churches. This aims to help churches select the right legal and funding model to develop their building for uses beyond the primary role of worship; these could be community activities, cultural events or even commercial activities.

www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard

Section 68 of the **Mission and Pastoral Measure 2011 Code of Practice** is entitled *Wider Use of Part or Parts of a Church Building: A Guide to Section 68 of the Mission and Pastoral Measure 2011* and can be found here: www.churchofengland.org/clergy-office-holders/pastoralandclosedchurches/mpm2011code.aspx

The **Charity Commission** provides detailed guidance on setting up and running a charity. You don't have to be a charity to benefit from reading this information which is freely available on the website.

www.charitycommission.gov.uk

The **National Lottery Heritage Fund** commissioned and published research looking at whether social enterprise can be an effective method to assist the sustainability of rural places of worship.

www.heritagefund.org.uk/publications/social-enterprise-and-rural-places-worship

The **Plunkett Foundation** helps rural communities to set up and run community-owned shops and other community-owned rural services. They also offer advice on governance. www.plunkett.co.uk

the journey. Go to www.locality.org.uk/community-enterprise

A new service for the growing number of communities wanting to raise finance for co-operative and community-owned enterprises has been launched by **Co-operative UK** and **Locality**. The **Community Shares Unit** offers information and support on a wide variety of topics relating to the operational duties of IPSs, including those of secretaries and directors. It has a number of model rules for bodies wishing to register as IPSs, including community investment model guidance and case studies.

www.communityshares.org.uk

Social Enterprise UK is the national body for social enterprises

www.socialenterprise.org.uk

Stir to Action offer community resources from setting up a Crowd Funding campaign to hosting a SOUP which is a live crowdfunding community dinner or a Map Jam ie: creating a community map.

www.stirtoaction.com/toolbox

Village SOS: Support, Outreach and Sustainability was a £1.4m

campaign, funded by the Big Lottery Fund (now the National Lottery Community Fund) between 2014 and 2016. It offered support and guidance on all aspects of setting up a new business with the aim of regenerating rural communities. Although, it has now ended, you can read about some of the successful projects and watch short films on YouTube. A few involve church buildings.

www.villagesos.org.uk

You can find guidance on *Working in Partnership* in Funding Guide No 7 on the **Parish Resources** website under the Buildings Section.

www.parishresources.co.uk

Pro-bono support

There are now plenty of companies/organisations that will offer their services pro-bono for community projects. These include lawyers, architects and mentors for social enterprise. Websites listing companies that can offer these services can be found on the internet.

STAGE TWO

LOOKING AT YOUR OPTIONS



CHAPTER

5

DEVELOPING YOUR IDEAS

OPTIONS APPRAISAL, FEASIBILITY STUDY,
ARCHITECT'S BRIEF AND THE DESIGN STAGES

TEAM PRAYER

Heavenly Father, we come to you today asking for your guidance, wisdom, and support as we begin this meeting. Help us to engage in meaningful discussion; allow us to grow closer as a group and nurture the bonds of community. Fill us with your grace, Lord God, as we make decisions that will affect the church community, and continue to remind us that all that we do here today, all that we accomplish, is for the pursuit of truth for the greater glory of You, and for the service of humanity. We ask these things in your name, Amen.

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16





“In choosing how best to manage its spaces there is a ‘triangle of tension’ between the church retaining use of its spaces for church activities, the renting out of spaces for income generation and using spaces to serve the local community. Finding the appropriate balance may take time and may also change over time as circumstances require. A redevelopment should enable more mission... not just make our lives more comfortable.”

Assets not Burdens: using church property to accelerate mission by Tim Thorlby, The Centre for Theology and Community, January 2017

Having consulted with the community, you’ve probably found that people suggested a range of solutions and projects. There may be one that stands out above all the others, but that doesn’t necessarily mean it is the best option. Now is a good time to assess all the options and work out which solution your team feels best solves the problem and is the most feasible.

You will also be looking at the impact each option will have on the building and balancing that against the benefits of each option. Working through all the options will help you when you come to make the case for the changes you want to make. You should read this Chapter in conjunction with Chapter 6 which deals with seeking permission to make those changes.

Before you start commissioning drawings, developing definitive proposals or engaging a professional adviser there are a few things you need to think about.



SHARING COMMUNITY SPACE WITH WORSHIP SPACE

Making changes to space set aside for worship has to be carefully considered and there may be initial tensions caused by sharing the same space for both church and community use. The key is to have a coherent vision, which you can communicate to others whether they are in your own congregation, or from the wider community. Never feel that you have to hide God away, but at the same time, don't expect that all your users will necessarily share your faith, or your attitude to the place in which worship takes place. There may well be tensions but don't lose sight of the fact that you are a living, working place of worship.

You may also need to remember this when completing funding applications. Some funders won't fund religious activities, but will fund community activities taking place in a religious building. The trick is to be discerning about when it is appropriate to use religious language in each situation, without denying your faith focus.

You will need to think through how you will worship after the changes, which might include new seating. It might provide opportunities to try out different forms of worship. There may be practical issues such as if community events are taking place on Saturday night what are the arrangements to make sure everything is ready for the 8.00am Sunday service.

Any changes must work for both church and community use.

Finally, how may it change things on a day to day level? If there is a mother and toddlers group taking place in the nave of a church, is it still possible for someone to visit the church and find a quiet space? What happens to a regular activity when the church is needed for a funeral, for example? There is also the issue of what is sometimes referred to as 'homeliness versus holiness' i.e. does the introduction of too much carpet and too many chairs, run the risk of losing something you value? A sense of awe, perhaps, and that the church is a special and purposeful space?

Think about how you can raise and discuss this issue with (a) the rest of the congregation (b) the wider community who, while not regular church attendees, may still feel the role of the church should be to remain solely as a place of worship.

A MAJOR RE-ORDERING MAY NOT BE NECESSARY

Before you start making firm decisions on what changes you are going to need to make, you need a clear idea of what new uses you are going to introduce into your building. You need to have found out and understood what the specific requirements of those new uses are going to be.

In respect of seeking permission and funding as well as gaining support, it is not going to be enough to say you need a toilet or a flexible space. You will need to be able to explain why and also explain why you want it to be located there.

Are you thinking of a specific additional use or are you seeking to create ‘a flexible space’? It is important to think through specific uses both in the short-term and the long-term. Who will be your new users and most importantly when and how will they be using your building?

You will have established this as part of your discussions with your current users and the community. (See Chapters 1 and 2.)

Things to think about include:

- **Do you need to physically divide up the space?** Do you need to create separate spaces e.g. a sound-proofed room for regular meetings that would enable other groups to be using the church for different activities at the same time? Do you want to be able to create separate spaces and entrances for children? Are you going to be renting out a permanent space within your building? Or will different groups use the same space, but at different times? If so, will one group need to walk through another group’s space? Will there still be a quiet space available at all times? Some uses may require privacy.
- **Don’t settle on obvious solutions** - there might be better ones. Divisions can be created between the nave and chancel and aisles. You can even create a mezzanine floor, but dividing spaces with full-height screens or partitions can be hugely expensive and visually damaging. Will you be able to get back the full space for particular occasions e.g. Christmas, a large wedding or funeral? You can consider sliding partitions or it might be possible to ‘divide’ a space with clever use of flexible modern lighting and heating.
- **Do you want seating that can be easily moved or cleared away and stored when you want to create an open space?** This can be a very sensitive issue. A thorough case for removal of all or part of existing seating such as pews will have to be made and you will need to look at the building interior as a whole. You will also have to show that any replacement seating combines good design and quality materials with comfort, while maintaining sympathy with historic interiors. There is a very helpful section about seating on the **ChurchCare** website at www.churchofengland.org/sites/default/files/2019-01/ccb_seating_guidance_2018.pdf



CASE STUDY

ST MICHAEL'S CHURCH, AYLSHAM, NORFOLK, DIOCESE OF NORWICH, COFE

<https://en-gb.facebook.com/Aylshamparishchurch> // www.aylshamparishchurch.org.uk

Population: 6,016 (2011 census)

Aylsham is a busy market town on the banks of the River Bure in Norfolk, and St Michael's, the Grade I listed parish church is the town's oldest building and stands in the town centre.

Major refurbishment projects during the last few years have not only enhanced worship, but enabled the church to open its doors to the wider community for concerts, exhibitions, bring-and-buy sales and tea and coffee during summer.

During earlier works pews were removed from the south aisle and the front of the nave where a dais was built to accommodate the lower altar table. The current heating and sound systems were added and a lighting system, which included award-winning fluorescent tubes in the nave was installed. That was replaced when from 2000 onwards the appearance of parts of the church was dramatically altered. This was thanks to major fund-raising efforts which included the introduction of the Monday Market in the church.

The West end floor was raised to enable a level access from both doors, with a ramp curving down to the nave. A small kitchen, servery and disabled toilet were added and a children's corner replaced the marble Jeremy tomb which moved to the nave. The pews were

removed from the North aisle and the North transept was cleared to create open spaces for exhibitions and worship groups. The new computerised lighting system which includes 18 chandeliers and targeted spot lighting enhanced the atmosphere.

Work was also carried out between July and October in 2016 creating a small separately heated and sound insulated room within the building.

The appointment of the Revd Canon Andrew Beane gave new impetus to long-awaited plans for the room, which among several functions, serves as a space for children's activities during Sunday services, and also as a choir vestry and meeting room.

The final cost was £102,152 including all professional fees and VAT and the funding came entirely from the Church, with a significant legacy from former parishioner, Mrs Molly Long, to whose memory the room is dedicated.



It has exceeded all expectations and in addition to the functions mentioned above there are regular bookings by other local groups, including children and adult choirs, U3A and schools staff meetings.

The main challenge initially was obtaining the necessary consents and approvals. Although the local DAC was supportive from the outset, other Heritage Bodies opposed the design approach. Costs increased significantly between the original draft proposals and finalised plans and a small overspend during the work challenged the Parish. However, it is felt it got good value for money given the facility provided and the quality of the finishes etc.

The church offers Wi-Fi and hosts the Make & Take, After School club, organ recitals, a chair pilates class, the New Brew coffee shop, SingFest! choir taster sessions, bell ringing and the popular Monday Sale among many other events.

- **Installation or upgrading of facilities**

- people have a higher expectation of comfort these days. Think about specific uses e.g. if you are intending to provide a venue for concerts etc. then ensure you have enough lavatories.

When thinking about kitchens versus smaller serveries, think about the long term. It may be that a servery is sufficient for current and immediate uses, but what about if the use of your building increases?

- **Sound-proofing is important** - you will need to think about the materials used for physical divisions, for instance a glass screen can retain views from the west end to the east end or enable windows to remain visible. But will it be sound-proof enough to house the Sunday school during services?

Empowering Design Practices' *Explore Design* resource uses ten design themes including *access, flexibility, context, identity, resources, security, legibility, maintenance, delight and enterprise* to help you think about design solutions to meet your needs. <http://explore-design.empoweringdesign.net/>

- **Extensions** - any alterations to a church's exterior will have a noticeable impact on the building's character and atmosphere, will need additional Local Authority consent and will be costly. Consider carefully whether the need for change is properly justified. Proper consideration of the real requirements might show that new facilities can easily be accommodated within the church building and that an extension is not necessary. If you do decide to build an extension then the quality of design and choice of materials is very important. It is possible to construct an extension entirely different in style and material to the existing building, but great care needs to be taken if it is to complement the original. **ChurchCare** has advice here www.churchofengland.org/sites/default/files/2018-12/CCB_Reordering_Alterations-and-extensions_May-2013.pdf and the **Society for the Preservation of Ancient Buildings** also has a useful statement on church extensions here www.spab.org.uk/advice/conservation-advice/church-extensions



- **Project design** - the amount of care and attention to the project will come through in the well resolved details and the beautiful spaces that have been created. It may well cost more, but choosing robust, high quality materials that will wear well and feel good in many years to come is worth it.
- **You will also need to be aware of the state of your building.** Check your latest quinquennial report or equivalent. Any major repairs should be undertaken prior to embarking on new works. While repairs can be included as part of your community project, you will probably have to apply to separate funding programmes.

THE THREE ELEMENTS THAT SIT AT THE HEART OF A SUCCESSFUL RE-ORDERING PROJECT

Alex Coppock of Communion Architects has been the lead architect on numerous church re-ordering projects and shares his thoughts on what he sees as the three elements you must get right if you are to make a success of a church re-ordering project.

1

Develop and hold a vision of what your church needs

To gather consensus from the very earliest stages of your project, it can help to start by simply asking: what place do we want our church to have in our community over the next 25 years? Once you have this overarching vision of what the role and vision is for your church in your community, you can then consider how the building needs to respond in order to achieve it. You also have the tools to start to think about your statements of Significance and Needs.

2

Commit to communication throughout the lifetime of the project

The success of the church re-ordering project will depend on your ability to communicate the shared vision with energy and enthusiasm. Your architect will be able to run workshops and presentations that communicate your plans to groups, funders and partners. However, time and again, it's the one-to-one conversations that you have with members of your local community that will be vital in selling the message and the vision day by day.

3

Ensure the financial sustainability of your building

Funding bodies may be able to support the project with funds to carry out the re-ordering project if they support the shared vision and robust and sustainable plans to achieve it. However, it is your responsibility to ensure those plans are put into action and that you achieve long-term financial sustainability. This is something that will require an ongoing commitment of energy and enthusiasm that reaches far beyond the process of re-ordering itself.



CASE STUDY

ST PETER'S CHURCH, PETERCHURCH, HEREFORDSHIRE

St Peter's Church is situated at the centre of Peterchurch, Herefordshire, a rural community.

Population: 1,000 people (2011 Census)

The church building is an unaisled, four cell church dating from the 12th century which was heavily restored in the Victorian period. Although structurally most of the building was in a reasonable state of repair, the lack of viable space, light, heat and power and basic facilities such as WCs or a kitchen meant it had limited use.



The story of the re-ordering of St Peter's illustrates the importance of all three points outlined above.

The Revd Simon Lockett's vision for the building was underpinned by two beliefs. The first was that the Church should be there for the community. The second was that the Church should work for justice. He felt his community faced an injustice because it didn't have access to the local services that were needed. By re-ordering the building to create a suitable space it would be fulfilling its place in its community and correcting this injustice.

After careful discussion, the PCC entered into a partnership with Herefordshire Council that allowed the church to be re-ordered to create a sustainable, multi-use community building and we worked with the multiple stakeholders to develop a solution that provided all the facilities needed while changing as little as possible about the existing building.

The Revd Lockett's energy and approach was and is central to the success of the project. Whenever he encountered dissent during the re-ordering process he was able to share his vision and create another project champion. He was instrumental in securing a partnership with Herefordshire Council to deliver Sure Start services from the building and in gaining the funds needed. Similarly, when funding for Sure Start ended, he had the energy to re-envisage the project and ensure its continued viability.

Today, The Hub at St Peter's is an overwhelming success. It has a hugely popular lending library. There are weekly activities such as yoga classes, a community choir and a baby and toddler group. There is also a community café and a staffed information point. Above all, the church is continuing to be used as a place of worship for midweek and Sunday services.

UNDERSTANDING YOUR CHURCH AND COMPLETING A STATEMENT OF SIGNIFICANCE AND A STATEMENT OF NEED

As soon as it becomes clear that your project may involve changes to the interior or exterior of the church building and/or its contents, you will need to seek permission. Even if it is a listed building, this doesn't mean that you can't make changes or enhance it. It just means that in order to make alterations, you will be required to present good reasons and show that your scheme is based on a sensitive understanding of the cultural and heritage significance of your church and will minimise the harm to the special historic, architectural, archaeological and artistic merit of the building, its contents and setting. (Chapter 6 explains more about this important part of the process.)

At this stage, you need to first evaluate the significance of what you have and then, secondly what you need and why. Both you and your building advisor bodies need to understand the impact your proposals will have on the building and whether that impact is appropriate and if not, if there is another, less intrusive way of achieving the same outcome.

Start thinking about this as early as possible in the process and not when you are starting to develop fixed ideas.

A warning: a vision which has been developed with little or no regard for its impact on the significance of the building, or the setting of the alteration, including tombs and furnishings etc., will undoubtedly lead to problems when you present your proposals to your church authority and other statutory consultees.

The best tools are Statements of Significance and Need. Indeed, they are now a requirement for any building project that involves a listed place of worship and all places of worship within the denominations covered by the Ecclesiastical Exemption (See Chapter 6).

Completing these two documents will help you to understand your place of worship, its history and previous changes that have taken place. Taking the time to do this will reveal potential and limits. If your building is listed and especially if it is listed either Grade II* or I, you may not be able to make all the changes you want and you will have to seek advice on how you can achieve what you want.

A Statement of Significance should describe how the building has evolved over time. It should describe when the various parts of the building were constructed and when notable additions were made to the interior, for instance the pews, the pulpit, organ or stained glass. It should provide a summary of why they are important and the contributions they make to the character of the building. You must revisit this Statement at regular intervals over the years and consider it at all times to be a working document. (There is more about this in Chapter 6.)

A Statement of Need should be a document which serves both the parish and those involved in the faculty (permission-granting) process. It is the parish's opportunity to explain, justify and rationalise the proposals to all interested parties, having regard to the Statement of Significance and the impact of the proposed changes. It should set out the reasons why it is considered that the needs of the parish cannot be met without making changes to the church building and why the particular proposed changes are regarded as necessary to assist the church in its worship and mission. Liturgical requirements will have to be balanced alongside any proposals for the enhancement of the building for easier access and wider use by the community. The Statement should particularly highlight the significance of those parts which are to be altered.

Conservation Management Plans

Some major churches are of such complexity and significance, or the impact of the proposed project so large and controversial, that Statements of Significance and Needs may not be sufficient. www.churchofengland.org/sites/default/files/2018-11/CCB_Conservation-Management-Plans.pdf

Cadw are encouraging parishes with significant proposals to also create a Heritage Impact Assessment. The Statement of Significance would be part of this. See: www.cadw.gov.wales/docs/cadw/publications/historicenvironment/20170531Heritage%20Impact%20Assessment%20in%20Wales%2026917%20EN.pdf

GETTING SOME EXPERT ADVICE AND GUIDANCE EARLY ON

Seek pre-application advice from your denominational buildings advisory body e.g. for the Church of England, your Diocesan Advisory Committee (DAC). They are experts and importantly their advice is free and could well save you time and energy. They can alert you to likely concerns and give you advice on what is likely to be approved and what is not and will be able to suggest other possible solutions which may help to minimize impact. They may also be able to let you know of any similar projects nearby that you could learn from. Starting a dialogue at an early stage should also help you to continue effective dialogue through the later stages of an application. (See more in Chapter 6.)

They will advise on whether you should make initial contacts with other bodies such as the Church Buildings Council (Church of England), Historic England, the National Amenity Societies and the conservation officer and planning department at the local authority.

If you have a specific project in mind such as opening a community shop or café, or hosting or helping to run a particular service, you may need to get some more expert advice or guidance on what is actually involved and how it might work in practice. (See resources at end of this Chapter and in Chapter 16.)

CASE STUDY

ST JAMES & EMMANUEL CHURCH, DIDSBURY, DIOCESE OF MANCHESTER, COFE

www.homecommunitycafe.org/about-home.php

Population: 26,788 (2011 Census)

The Grade II* listed Victorian church transformed its foyer, which was previously wasted space, into a lively venue and centre for the whole community and it now includes a kitchen, toilets, fellowship area and baby changing area.

St James and Emmanuel Church, Didsbury, which set up Home Community Café in its foyer was the runner-up in the Marsh Awards for Innovative Church Projects 2017, receiving a £500 prize.

www.nationalchurchestrust.org/marsh-awards-innovative-projects/marsh-awards-innovative-church-projects-2017-winners

The café is open every day and offers good quality food and drink, volunteering opportunities and a venue for community events - including pre-school stories in the mini-Home Café Corner, an impromptu ukulele jam or a community group meeting in the Living Room. Not-for-profit groups are welcome to use the Living Room for free and it had hosted more than 30 different groups in the 18 months up to mid-2017 including a dementia café, a knitting group, a Lego club, support for start-up businesses, and spoken word nights. There is also a well set up play and book area for small children and a garden.

A registered charity, Home, is run by volunteers and all profits made over and above the running costs are reinvested locally. Its suppliers are also carefully picked for factors like sustainability and being good to the planet. Home can be hired for events – and has hosted a wide range including support groups, private parties, concerts, exhibition launches, performance evenings and AGMs.

The church offers work placements to volunteers in partnership with

other charities, including Head Start, a mental health charity, and Work Fit, which supports people with Downs Syndrome to enter the workplace.

Nearly 70 volunteers take part each year and one said: *“Home changed me and changed my life... I have friends now, I laugh all the time.”*

The Marsh Awards judges were impressed with the highly efficient management model, the rapid growth of the project and the range of activities on offer and its partnerships with other organisations. They said: *“the project is contributing to use and engagement with the church and to the sustainability of the building. There was strong awareness of the community’s needs and of the need to invest in the building to support future development.”*

OPTIONS APPRAISAL AND DEVELOPING YOUR BRIEF

If there are a range of possibilities in front of you — even if one idea in particular is coming to the fore — it is useful to undertake a detailed objective assessment before too much work has been done and too much commitment given to a particular outcome. It may well be that the proposed idea is a good one, but is it the best solution to the problem?

Sometimes referred to as **SWOT Analysis**, this is an exercise where you look at each of the ideas that have emerged and consider the Strengths, Weaknesses, Opportunities and Threats for each one. This will help you to think realistically about what might be possible.

All those bodies from whom you will have to seek approval as well as the majority of funding bodies will want to see your application supported by a summary of what options have been considered to meet your identified need and their strengths and weaknesses both in terms of impact on the building and effectiveness in addressing the need. This will help them to decide whether your proposal is the best solution. It may well be that a better solution can be found, one that doesn't require so much funding for example.

You should be able to say with confidence that *“we've looked at doing, this, this and this, but decided that our solution is the best solution to this problem because...”*

Organise a meeting where the Group can carry out this exercise. One way to do this is to draw a grid. You only need four columns, and as many rows as you have possible solutions.

SOLUTION	BENEFITS	DRAWBACKS	SUMMARY

In each row, list one of the solutions to the problems, then identify the benefits in the next column, the drawbacks in the column after, and finally, make a summarising statement about that solution. Then do the same with your next solution idea. Remember to include the financial costs and building works for each option.

As part of the exercise, get the Group to answer the following pertinent questions. Again, the answers will help you with your grant funding applications forms.

- Why is **the preferred** solution the best solution for this problem?
- Why are you the **best group** to deliver this project?
- What would happen if the project **didn't go ahead**?
- Have you assessed **all of the options**?

Be specific with your answers. Know exactly why your solution is better than all of the other ideas. Be clear as to why you are the best group to deliver this project. You may have decided to set yourselves up as an independent community group, separate from the PCC, but a funder may question this. Would the PCC be better placed to implement this project?

Another way of looking at your options is using this slightly more complicated grid to examine each option.

Acceptable	Allowable	Achievable
Reasonable	Legal	Feasible
Integrity	Propriety	Viable
Desirable	Permissible	Realistic
Supported	Approved	Deliverable
Marketable		Fundable
Agreeable to the congregation and the community		Sustainable
Championed		

And what exactly would happen if the project didn't go ahead?
What changes won't happen if the project doesn't go ahead?

IT IS NOT THE END OF THE WORLD

If, while going through this stage, you suddenly realise that perhaps you have not identified the best solution to your problem, try not to be too disheartened. In fact, it is a good thing that:

- this has been identified now, and not after you have spent time and money getting plans drawn up or completing grant applications forms.
- you haven't wasted any more of your time progressing with a solution that may not have worked.
- you haven't had to give the community disheartening news when a grant funder has rejected your application.
- none of your work undertaking community consultation or the establishment of your community group has been wasted. You may still identify a more suitable solution to your problem.
- all of your preparatory works in establishing your community group, or the partnerships you have built, are still valid and important. Your new solution may still use this work.
- you can better explain to the local community why you selected the solution you did when you next come to inform it about your progress. Similarly, it will strengthen any information you provide to funding bodies.

CASE STUDY

ST JOHN'S CHURCH, HAFOD, SWANSEA, CHURCH IN WALES

www.jlb2011.co.uk/walespic/churches/swansea4.htm

St John's Church, Hafod, Swansea is a large Grade II listed Victorian church in the perpendicular style, completed in 1879 at a cost of £6,000. It forms part of an area that was originally developed as a "model village" for the workers of the nearby copper works, owned by the Vivian family.



By the late 1990s, the parish were struggling to keep St John's open and could not afford to meet the cost of repairs recommended in the last Quinquennial Inspection report. This prompted the Archdeacon of Gower and the then incumbent, to start exploring ways to remove the burden of repair and maintenance costs from the parishioners and maintain a Christian presence in the area.

They considered various options:

- Selling part of the site to raise funds (it was subsequently decided there was not enough land to make this option viable)
- Demolishing the existing building to make way for a new development that would also incorporate a new small church on the site
- Adapting the existing church

The third option was considered the best solution and talks began with a local housing association, Gwalia, which had been involved with several other church and

historic building schemes. A feasibility study concluded it would be possible to adapt the present building to provide flats and keep a worship area. The PCC, Diocesan Church and Pastoral Committee and Swansea City Council Planning Committee worked closely together to develop the scheme which was completed in 2000.

The rear part of the church has been redeveloped to accommodate ten flats (the nave is on a 125 year lease from the Church in Wales to Gwalia). The front part of the church (chancel and vestry) has been redesigned to give a worship area, hall, kitchen and toilets and there is a new roof over the whole building. The repairs/redesign were paid for by Gwalia, with the grounds jointly maintained by them and the Church in Wales. St John's continues its mission and ministry with close links to the school next door and the local community, and the residents of the flats are very happy with their accommodation!

THE FEASIBILITY STUDY OR STRAIGHT TO DESIGN?

Once you have identified a solution, which the Group feels is best for your community, then you need to decide whether to undertake a formal **feasibility study** or whether you need to brief your architect to go straight to the design stage and produce a fully worked up set of plans, fully costed and showing what it is you propose to do. The two options are explored below, but whichever option you choose will require you to gather together and assess all the evidence to show that what you are proposing is a viable project.

For medium to large complex projects, you will probably be asked to provide a feasibility study by your denominational buildings advisory body and by funders. The more complex the project, the more likely this will be. However, in the case of many small projects, this is not necessary and the funds may well be better used on commissioning the design process.

THE FEASIBILITY STUDY

A feasibility study is a formal written document which undertakes an evaluation and analysis of a proposed project's potential and is based on extensive investigation and research. The aim is to objectively and rationally uncover the strengths and weaknesses of a proposed venture, any opportunities and threats, the resources required to make it happen and ultimately the prospects for a successful outcome. In its simplest terms, it should help you identify:

- if your idea is viable or not
- how your project will deliver what it sets out to deliver
- useful facts and figures to aid decision-making
- alternative approaches and solutions to putting your idea into practice

It should be a formal written document and should include all of the following:

- an assessment of the current situation and the need for your project. The work you have done to produce your community profile and the results of the community consultation will form the basis for this, but you may have to undertake more research to obtain firm facts and figures.
- an evaluation of the possible options that have been proposed. This should include a financial model e.g. estimating the potential income and expenditure for each of the options. The results of the options appraisal exercise will help with this
- an assessment of the impact of each main option on your group's chosen structure and type of project.
- an assessment of the impact of each main option on your building. It should explain what works will be required in the church and detail the architect's recommendations. The architect should also indicate how long the work will take and – most importantly – the cost. You also need to show you have tested whether your idea is feasible and allowable within the confines of the church building.

- an specification of the investigative work that may be needed if a major structural problem has been identified setting out the scope and possible cost of the solution.
- a conclusion identifying the best option and the reasons why you selected it.

As explained above, for medium to large projects, some funders will expect that an architect or an independent group of experts carries out a feasibility study. This will be especially true of projects which involve major interventions into the church building or an extension that will require specialist knowledge and experience. Your chosen architect will be able to give expert advice on what is possible. They may also be able to make suggestions that you haven't thought of in your options analysis, or propose a solution to a need that you didn't think could be accommodated. For larger projects, they can bring in experts in structures, lighting and heating as appropriate. They can also help you get accurate advice on cost from a Quantity Surveyor for various options if that skill set doesn't exist within your Group.

Obtaining funding to pay for a feasibility study is getting increasingly difficult, but it is still possible to get grant funding. Try an internet search or the funding directories listed in Chapter 11. Your local authority may be able to help if your project is going to benefit your local community. Your denominational buildings advisory body may have a small funding programme to help with this or may also know of other projects that have obtained funding for this. Other options include Awards for All www.tnlcommunityfund.org.uk/funding/under10k and some Historic Churches Trusts.

The **National Churches Trust's** Gateway Grants offers grants of between £3,000 and £10,000 towards project development and investigative work up to RIBA planning stage 1, to support churches preparing for a major project, and in developing their project to the point at which they can approach a major grant funder. Grants will never exceed 50% of the project costs for this phase. www.nationalchurchestrust.org/gatewaygrants

Again, not every project will require a feasibility study. Some parishes decide that they have explored the feasibility options in the consultation process and have a very clear idea of what they want to see in any new works within their building. So if a PCC, or constituted group, is comfortable about what needs to be done with their smaller, less complicated project, then the feasibility study may be bypassed. Just bear in mind that it is a useful exercise and a good document to show potential supporters and grant giving bodies, so for smaller projects you can always carry out a feasibility study yourself. There is plenty of advice on the web on how to undertake *feasibility studies*. Just type *feasibility studies for community groups* into your search engine.



However, if you have decided that a feasibility study is not necessary, then the next stage would be to brief your chosen architect to go straight to design stage, and develop detailed drawings and costings, full specification and a schedule of work for the project. The architect will be required to keep a full dialogue and consultation going with all interested parties. For the parish this means that they are using their resources to fund architectural work that is not speculative. The benefit of this is that the plans can be used to back up funding applications as they have accurate costs, whereas a feasibility study only provides speculative costs on a number of options. What is important is that you brief your architect thoroughly and have a constant and ongoing dialogue with him or her, your consenting body and statutory consultees throughout the process.

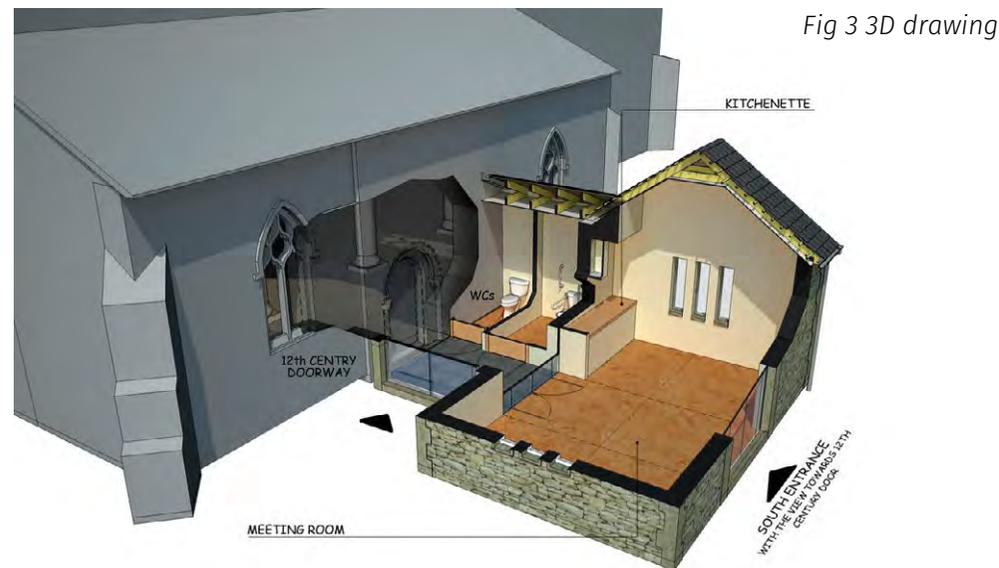


Fig 3 3D drawing

3D version of extension at St Agatha's, Brightwell with Sotwell
© Wallingford Architecture Ltd 2013

Warning: it is important that (a) you have some understanding on whether your plans are likely to get permission before doing detailed drawings and b) you get some concept drawings done before doing detailed drawings. You should consult your DAC or equivalent and seek their advice and feedback before you move too far forward. (See Chapter 6.)



APPOINTING AN ARCHITECT

The architect is normally the first professional appointed to a project design team. Apart from the obvious work of designing the building, the architect has an important role in helping you define your brief and advising you on the appointment of the professional team.

All churches that fall within the Ecclesiastical Exemption system (see Chapter 6) will already have an architect (or chartered surveyor) for the quinquennial (five-yearly) review of the church building. This may be an architect that you only see once every five years or you may have built up a long and trusting relationship with them.

Your inspecting architect or surveyor can offer you:

- an understanding of your building's history
- sympathy with how you want to use it through building up a relationship with you over time
- a track record of understanding building defects and managing repair programmes and the ability to plan and guide alteration projects
- knowledge of the local consents processes, when archaeological advice will be needed and also where to find specialist advice
- knowledge of potential funding sources for church projects
- enthusiasm for working with your team

Some of the common areas they may have helped you with could include conservation of specialist decorative schemes, dealing with water ingress or damp, the care and conservation of churchyards or external fabric repairs. They may have also done internal reordering projects with you, such as design of furniture, insertion of kitchenettes or toilets or even advised you on a new lighting or flooring scheme.

However, your inspecting architect may not have the design skills or capacity to take on a major project and you **do not** need to use them for your project. In fact, some architects prefer only to do quinquennial reviews and offer advice on repairs, rather than refurbishments. If you have an historic church building, then you should, at least from courtesy, ask your inspecting architect whether they are interested in tendering. Your church architect may or may not have the relevant skills for your individual project, but it is important that they know what is going on and are at least given the opportunity to take part.

All denominations have guidance on their websites on how to appoint an architect. For the Church of England, you should make contact with your DAC which will be able to help you select an architect from their approved list. It is perfectly acceptable to speak to other architects who are not on the list, but please bear in mind that some funders will insist on the architect being conservation accredited if they are putting funds into a project.

Procurement Guidelines for the recruitment of professionals

Following clarification of the law on procurement, there is a requirement to seek tenders for services by a professional adviser (usually a church architect) if public funds make up more than 50% of the total funding for a repair scheme, even if it is divided into stages over several years. Public funds include the Listed Places of Worship Grant Scheme, the National Lottery Heritage Fund (formerly the Heritage Lottery Fund) grants and any other public sector grants. However, new guidance on the tendering process emphasises that quality and experience - not just price - should be taken into account when choosing an architect for the work. This means that if the current church architect is demonstrably the best person to do the work, according to reasonable and clear criteria, they can be awarded the contract - even if their costs are marginally higher than those of a less suitable candidate.

The **ChurchCare** website provides a very helpful short guidance note for places of worship on the new EU Procurement Rules.

www.churchofengland.org/sites/default/files/2018-11/CCB_Procurement_Sep-2016.pdf

ChurchCare also has a *procurement page* where advertisements for a professional can be placed to request expressions of interest for the service of a professional adviser at any place of worship in England. These will be publicised by the Church of England and Historic England.

www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/procurement



WHAT SHOULD YOU BE LOOKING FOR WHEN YOU CHOOSE YOUR ARCHITECT?

In general, good procurement is part of good stewardship. Making best use of the resources at our disposal is an essential part of being good stewards. But funnily enough the key isn't about the buying or the pricing or getting the proposal. The first key step is about defining what you need, and choosing an architect is no exception to the rule.

The core technical skill and competency of an architect should be easy to establish through research. What you are really trying to decide is which architect you would like to work with. As well as value for money, trust, communication and personality fit are very important. Remember that you are creating a new working partnership between the architect and your group: this is someone with whom you will all be working closely. It is important that you are working with an architect who not only understands your building, but also your vision.

Do ask for advice

There are several places to start your search and your DAC/Buildings Advisory Committee, neighbouring parishes, or your Archdeacon or DAC secretary in the CofE system will all have experience of architects working on similar projects.

If someone recommends a practice, ask for the name of the key person they dealt with, as often it is the individual who makes the difference.

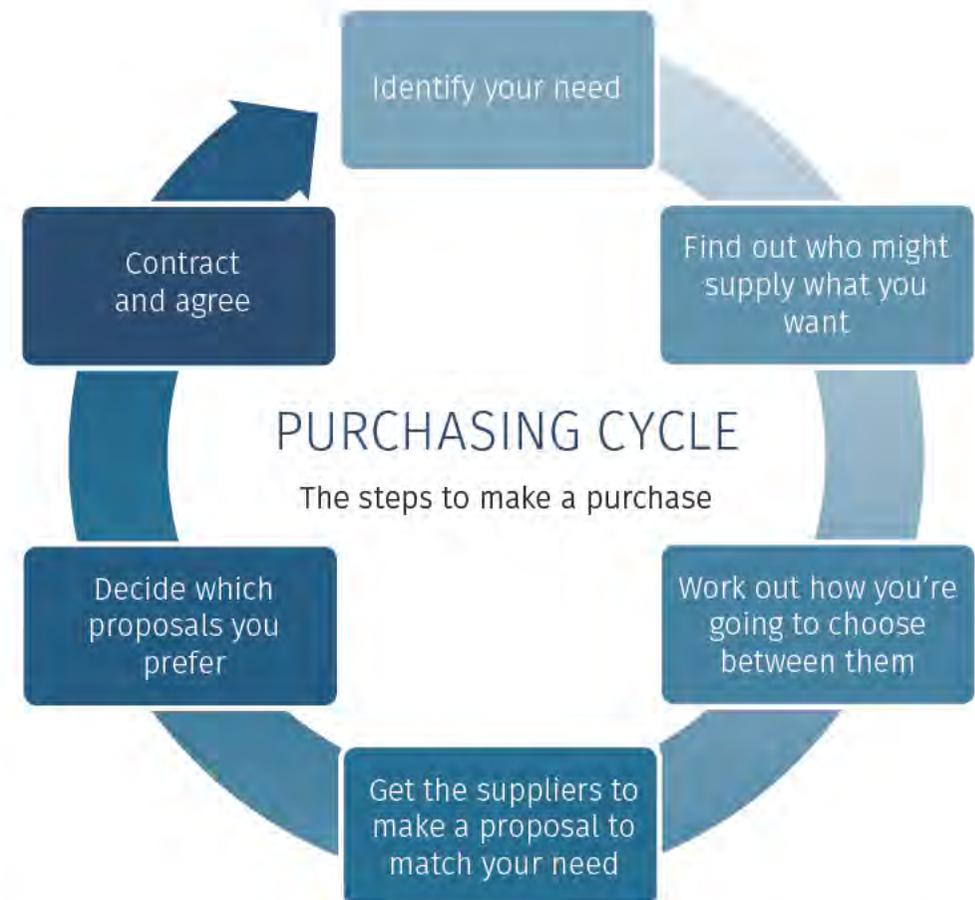


Fig 4 Purchasing Cycle

Look at their work elsewhere to establish their relevant experience

Ask to see examples of similar work, but remember there is a danger that you could get a one size fits all approach. An architect's best building is sometimes the first one they do of that type. Think about your project's type. If your church is an historic one then you definitely need an architect who respects and understands old buildings and their significance and is skilled at combining old and new.

Architects who are interested in tendering will need:

- to be sent a comprehensive brief setting out your vision, what you plan to do with the church building and why you are doing it before they meet with you. This should include the results of the research into your community's profile and the findings from your community consultation as well the results of your Options Appraisal exercise.
- to know of any important points raised by the DAC or other denominational buildings advisory body or other statutory body such as Historic England in any preliminary discussions.
- to be made aware that they will be expected to attend community consultations and meet and talk to local people and that you will be looking for a proven track record in this.
- the contact details of someone who can help arrange for them to visit your church.
- an indicative budget for the project which should be an amount that you feel you can realistically raise for your project. This is helpful in sending a message that what you are seeking is a project that can be funded. This prevents design costs being wasted on projects that just can't be funded because they are too large. Keep it realistic.

When you've done all your research and drawn up an initial long list, it's a good idea to shortlist anything from three to five architects to interview.

If you've established a working group or a project-monitoring group to specifically deal with buildings issues, try to have as many of them at the interview with the potential architects as possible, as you need to be sure you have the right candidate for the job. You will be working with them for a while!

It's good to find someone who has done their homework on the local area and your church. A good architect will listen and want to understand you, your mission and your organisation. Ask about how your project fits into their practice. Why is it important to them? You want a practice that will give your work the attention it deserves.



You'll need to see evidence of their Technical and Design skills

Ask for references from other church clients. Ask about similar projects you could go and visit. Before you finalise your decision follow up on their references.

Many architects will be willing to do some initial briefing analysis or feasibility design at the interview stage. It's a good way to see if they understand your aims and aspirations. However, good architects will want to have a number of meetings with you to really establish your brief once appointed, and this initial design for interview can only be used as a taster.

You'll want to look at the size of the practice

A number of specialist church architects work on their own or with one or two others and they may have the skills to take on your project, but you need to understand how available they will be, and what else they are currently working on. What will happen when they are away on holiday and what back up do they have if, for example, they fall ill? With larger practices, you need to be sure who it is that you are going to be dealing with on a day-to-day basis.

You'll want to see evidence of knowledge of churches and the planning processes for your denomination

You need an architect who understands and engages with this and has experience of the faculty or permission process of your denomination. A relationship with your DAC or the equivalent can be an advantage in negotiating the design for change.

Someone who has a feel for how churches work both culturally and in worship is likely to be able to grasp your vision more easily.

You will need to understand the architect's fees and costs, but don't make this the sole criterion for selection. You should look at overall value, not just cost.

Ask how they charge for different elements of the service. It is common for architects to use a percentage fee arrangement for most projects; the percentage fee calculation is updated as the design is developed and the product becomes better defined and therefore better costed. Establish in detail what is included in the fee and what may be viewed as additional work at extra cost, to avoid misunderstandings and potential disputes further down the line. Complicated projects often take longer than is anticipated at the start, so establish the programme that the fee is based on.

There's often the tricky question of the retired architect on the PCC. Many congregations will have someone who previously worked in the construction industry or is a retired architect. They may well offer to carry out free work for the church. This comes with something of a health warning unless their professional experience is very relevant to your building type.

There are many risks involved in using a member of the congregation: you have not selected them for best fit, you have no control over their delivering on time or in the desired way, personal relationships can become confused with comment on their work, and you have no guarantee that they will be available for the whole project. Also remember that retired architects working *pro bono* will be unlikely to have Professional Indemnity insurance to cover them if anything goes wrong. It's best to use their skills, on a purely voluntary basis, perhaps in helping to choose your architect and the rest of the design team, or developing your brief,

rather than getting too bogged down in the design process itself.

The architect you select will need to go away and create a feasibility study, if appropriate, and report for your project. Further along the line they will convert this into a set of detailed drawings, specification of materials and a schedule of works for pricing. This is sometimes referred to as the **Design Stage** documentation. Ensure there is a one-page summary of the project included, it will be useful as part of your application for consent and later on for funding applications. If the project involves major building works, it may also be useful to produce a 3-D model to help people understand what it will look like.

Remember there is no problem with keeping in close working contact with your chosen architect during the development of the feasibility report or the detailed plans and accompanying documentation. Ongoing dialogue ensures that the architect can ask more questions and discuss ideas with you. Even after you have received the report, there may well need to be further discussions with the architect before you **agree** on a final version. It is crucial that all members of your Group fully understand the proposals and are happy with the design.

Your **feasibility report** should be shown to the whole Group as well as any partners and important community stakeholders/groups for comments and agreement. It should also be shown to your Parochial Church Council or local church body and their support or otherwise should be minuted. Once you have agreement, this document can be part of the material sent to the Diocesan Advisory Committee or your denomination buildings advisory body when you apply for faculty/consent/permission to undertake the work. (More of this process is explained in Chapter 6.)



BUILDING THE WIDER DESIGN TEAM

Once you've appointed your Architect you need to appoint the rest of the Design Team.

Knowing who is who and when you need to make these appointments is important and your Architect will take the lead on this.

The Principal Designer (CDM Co-ordinator prior to April 2015) deals with Health and Safety compliance during design development, and once the building is in operation. The main contractor is responsible for health and safety during the construction phase.

As the client, you have clearly set out responsibilities under the Construction Design and Management legislation, and the Principal Designer helps you fulfil these responsibilities. The appointment should be made as soon as practical after the feasibility stage for any project. However, in most cases this role should be carried out by the architect.

A **Quantity Surveyor** (QS) can help you with the financial management of the project. As a minimum, have an initial budget prepared on the basis of outline designs, and then refine this as more information becomes available. It is much better to invest in this information at an early stage than to have a nasty shock with costs further down the line. A QS can also provide a full service with regular cost updates and prepare a 'Bill of Quantities' at tender stage, which describes the works in full financial detail for each tenderer to price against.

The **Services Engineer** designs the right heating system for the space, the lighting scheme, the above ground drainage and the ventilation. It's normally best to get their input right from the start to feed into the feasibility design as services can have a big impact on how design is developed.

The **Structural Engineer** designs the structural elements, the beams and columns, foundations, and often the underground drainage. If the design of the building is significantly affected by the structure (e.g. a particular design for the support of the roof) then the Structural Engineer should be involved in the early stages of design development; if not, then this appointment could follow planning permission.

The **Building Inspector** role was previously only carried out by the Local Authority Building Control Department; now you can choose to appoint an Approved Inspector, which is simply a private alternative. Generally speaking the costs are similar. Whoever you use, it is important that there is a good level of understanding with the design team.

Those are the key Design Team members but there are other specialists who may need to be involved:

- a **Party Wall Surveyor**. If you are building close to a boundary, or the foundations are within 3m of a neighbour's foundations you're likely to need a Party Wall Surveyor after planning permission has been granted.
- an **Acoustic Engineer** may be needed where, for example, a new worship space is to be created, or if there is concern about noise pollution. This specialist input is beyond some Services Engineers remit. This input can be really helpful in the early stages of design development, when the form of the building is more fluid.
- an **Audio Visual Engineer** is only likely to be needed if multi-media is an important part of how your church works; basic AV work can be specified by the Services Engineer, or indeed from expertise within the church community.
- a **Lighting Designer** may be needed if there are very specific issues about the lighting, or if there is a need to create a particular effect. Otherwise your Services Engineer should be able to fulfil this role.
- a **Kitchen Designer** may be able to provide valuable input if you are including anything more than domestic level catering – for example a large cafe or a commercial kitchen and there is a need to comply with Environmental Health requirements and substantial ventilation equipment. This input would be needed prior to any planning application if the equipment will have an impact on the exterior of the building



THE RIBA STAGES

Most building projects go through the same basic stages. It is important that everyone understands the RIBA Stages and how they fit together and the typical timescales involved as they are likely to be referred to by the Design Team and external bodies. It can prove very helpful in monitoring progress with your professional team.

The RIBA Plan of Work was revised in 2013 with numbers 0-7 (see below); this can be set against the previous system of letters A-L that you may be familiar with if you've undertaken previous projects.

The actual building work takes place in Stage 5 - Construction; this is where most of the money is spent, and where you can see something real being achieved. Everything up to that point is preparation, but it is all important to the success of the project.

Stage 0 – Strategic Definition: This is the stage when you're deciding what you want to do and exploring whether a building project is a good idea. This is linked to and leads into...

Stage 1 – Preparation and Brief: You decide what you hope the project will achieve (your Statement of Need), and commission any surveys such as measured, asbestos, drainage etc. Depending on the level of detail, the Feasibility Study usually sits at the end of Stage 1 and the beginning of Stage 2.

Stage 2 – Concept Design: You start seeing some proposals, initially in sketch form, and later with more formal drawings. At the end of this stage you will have decided what your project will be, what it looks like, and what you will be able to achieve with it. This is a good stage to get a preliminary budget estimate from the QS and instigate initial consultations with statutory authorities.

Stage 3 – Developed Design: The design is developed further and formal applications are submitted to statutory authorities for planning permission.

Stage 4 – Technical Design: At this stage all members of the design team co-ordinate design information to a detailed level in order to get approvals such as faculty approval and building regulations, and for contractors to price. The documents are prepared in order to obtain tenders and contractors competitively price the works.

Stage 5 – Construction: Self explanatory! This is explained more in Chapter 14. The contractor mobilises to begin work and then builds your building.

Stage 6 – Handover and Close Out: The builder hands the completed building over and after a period (typically a year) any subsequent defects related to the building work are addressed, and the building contract is concluded.

Stage 7 – In Use: This allows for post-occupancy evaluation and a review of whether the project achieved what it set out to.

What you should expect from your architect and what your architect expects from you.

Maintain Client Ownership. In the long run it is you who will be taking responsibility for the future of the building and the Design Team needs to ensure full engagement with you throughout every part of the process, the decisions on strategy, detail and choice of materials and in the appraisal of the options available.

Carefully manage Design change. Change will always happen during the design stages and can even occur when work is on site. You need to ensure there is a system in place for the signing off of each stage of the design work by you, so it is clear that when you ask for changes or they are needed for other reasons, what the reason is for that change and what the implications are, both for the design and in terms of cost. When changes occur, it is important not to lose sight of the initial goals and targets of the project, particularly if changes accumulate. You will need to have a clear system of decision making and sign off in place.

Agree and maintain a programme. Stick to it, use it to guide everyone and to focus your fundraising and ensure your Architect establishes a regular pattern of meetings and there is clear communication between you and the Design Team.



WHAT DOES GOOD CLIENT-ARCHITECT COMMUNICATION LOOK LIKE?

Alex Coppock of Communion Architects gives us the benefit of his experience of working on church re-ordering projects throughout the country and offers advice on how to work with your architect to ensure your vision is realised successfully.

What does an ideal brief from a church to an architect look like?

At the initial stages of a project, it's best to have a concise brief. Think about providing no more than two sides of A4 covering your overall vision for the project, what you're looking to achieve, any known problems or concerns and a little bit of background on how you have got to where you are now. The brief should also include some information on the church (a summary of the Statement of Significance is ideal), a site plan and some photos. You can also signpost your architect towards any sources of additional information they might find useful.

How does the discussion between the church and the architect begin?

At Communion, we review a brief then arrange a phone conversation with our contact at the church. During this conversation, we are looking to 'test the principle' – assess whether the project is feasible technically, legally and financially. If one or more of these factors doesn't look feasible, we will offer some direction and suggest ways to rethink the

project before going any further. If all three look viable we will suggest a site visit and a workshop. We ask that representatives of all stakeholders are present at the workshop because it ensures we can get a holistic vision of the project and understand all viewpoints. It is also a good way for the church and the community to start to share and develop plans.

How does communication work in general between the church and the architect?

At the start of a project, communication is generally strategic and administrative – arranging meeting dates and so on. As the project develops, so the volume of communication increases. By the time the project reaches the site, you can expect at least daily communication. We find it works best when the church has a single point of contact either throughout the life of project or for each stage. However, it is vital that the point of contact is working hand-in-hand with the church leaders to ensure the decisions made are collective ones.

How is it best to deal with any issues that arise – concerns over the cost of the project, for example?

The issue of cost is the biggest issue a church re-ordering project will face and we test it from day one. Quite simply, your vision for your project and your vision for your budget must align or there is no point proceeding. Or, to think about it another way, you need to have a fixed budget and a flexible project or a fixed project and a flexible budget.

It is impossible to give an accurate figure for the cost of a church re-ordering project at the beginning, only an estimated sum based on knowledge and experience. The cost becomes better defined as the project develops and it is important to have regular cost assessments and discussions throughout the process to ensure the design and the costs are still in alignment. Generally speaking, by the time the project has come back from tender and a building contractor has been appointed, there will be much more certainty. Adjustments will still be required but these can usually be held within an agreed contingency figure.

TOP TIPS



- Any proposals for change will need to be assessed in relation to the significance of the building and whatever else is also affected within it or around or underneath it. You should always proceed by means of considering options – one option might have less impact than another and still achieve the vision, another option might allow the development of something not thought of the first time round.
- Although you can find help in compiling your Statements of Significance and Need from your existing guidebook and the listing entry for your church, which will describe any special areas of interest structurally, historically, and artistically that you may need to be aware of, it is important that the Group fully understand for themselves the story of their building. It won't be sufficient to just include the listing entry as your Statement of Significance.
- Ensure the whole Group is clear why you have rejected the options you have. Everyone needs this information for when you consult the community again, and for when you approach funders.
- Bear in mind that you don't necessarily have to do it all in one phase. It may be more cost-effective and practical to break a large project down into stages, but it is important to understand and maintain the bigger strategic picture to avoid having to redo work later on.
- You can try things out by, for instance, moving furniture around.

CHAPTER 5 CHECKLIST 

Have you assessed your church building and produced a Statement of Significance?

Have you consulted with your Diocesan Advisory Committee or denomination buildings advisory body on an informal basis for advice?

Have you checked if there are any outstanding repairs and whether it would make sense to do them at the same time?

Have you checked who you will need to consult about your project e.g. Historic England, other statutory consultees?

Do you know exactly what community benefits will not take place, if your project does not go ahead?

Have you undergone a tendering process to select your architect for this project?

Do you have a clear understanding of the fee structure and what you will be required to pay your architect? Do you have enough funds to pay for any work you ask him/her to do, including any feasibility reports or detailed plans?

FURTHER RESOURCES

Guidance on how to write Statements of Significance and Need

All denominations will have advice on making changes as well as specific advice on aspects like seating and extensions. They will also have advice on writing Statements.

The Church of England's **ChurchCare** website has advice on understanding your Church prior to considering making any changes, which can be read here www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard

ChurchCare's guidance on completing Statements of Significance and Need is here www.churchofengland.org/sites/default/files/2018-12/CCB_Statements-of-significance-and-needs.pdf

Historic England has overall advice here: www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship and you can find specific guidance on how to approach the writing of statements of significance and need here www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship/principles-for-making-changes/assessing-significance

The **Methodist Church** has advice here www.methodist.org.uk/ministers-and-office-holders/property/handbook/conservation

The **Baptist Union** has advice here www.baptist.org.uk/Groups/220867/Listed_Buildings.aspx
Leaflets LB01-LB09 are specially prepared for churches with Listed Buildings

The **Church of Scotland** has advice here www.churchofscotland.org.uk/about_us/councils_committees_and_departments/committees/church-art-and-architecture-committee

The **Church in Wales** has advice here www.churchinwales.org.uk/structure/representative-body/property

The **Church of Ireland** has advice here www.ireland.anglican.org/parish-resources/land-buildings

Finding Professionals

Architects accredited in building conservation can be found here www.aabc-register.co.uk/register and here

Royal Institute of British Architects www.riba.org.uk

Surveyors can be found via the **Royal Institute of Chartered Surveyors** (RICS) www.rics.org (follow the links to Services/Find a surveyor/Accreditation)

The Building Conservation Directory is an annual publication and there is an online database of suppliers and professional advisers. www.buildingconservation.com

The National Churches Trust's Professional Trades Directory offers a wide range of trade people who can help you www.nationalchurchestrust.org/building-advice/professional-trades-directory

The **Churchbuild** website created by Archangel Architects contains a range of practical information around developing and managing a building project.

www.churchbuildingprojects.co.uk

It provides a useful diagram based on the RIBA *Plan of Work* which shows the various stages that most building projects will go through. It is really helpful if both the leadership and the rest of your church understand how these different stages fit together. With this basic structure in mind everyone can get to grips with the typical timescales involved.

www.churchbuildingprojects.co.uk/how-to/4-processes/4-4-construction-process

In collaboration with the National Heritage Training Group and the National Lottery Heritage Fund (formerly the Heritage Lottery Fund), the **Churches Conservation Trust** has developed a traditional **Craft Skills Toolkit** which provides a step-by-step guide to putting traditional building skills and conservation training at the heart of your built heritage project. This could include encouraging your chosen contractor to take on an apprentice or provide a skills workshop for interested local people. (These can also form one of your people/community outcomes for an HLF application.) The toolkit will help you to consider all aspects of delivering training on a 'live site' and provides templates for training in addition to example contract clauses that can be incorporated into your tender documents www.visitchurches.org.uk/what-we-do/regeneration-and-communities/project-toolkits.html



Sources of advice on extended uses

All denominations will have some community development support in the form of area support officers who can give you further advice and guidance. Many also have sections on their websites devoted to resources for churches who want to increase their community outreach.

This should be your first point of contact as your diocese or denomination will have an understanding of social issues and will already be involved with or have knowledge of a number of local groups and organisations and will be able to offer you specific support on how to increase your level of engagement within the local community. Importantly, they are also likely to be working ecumenically and may also be able to point you in the direction of other local churches who are already working on a similar project that you can contact.

ChurchCare has a whole section on developing your church building within their Church Development Plan guidance which explores different options, and advises you on where to find professional help, managing the financial aspects, advice on altering your building, managing the project, and realisation, promotion and monitoring your project. You can also find specific guidance on particular wider uses such as community shops, outreach post offices tourism, and education. www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard

The **Methodist Church** has a whole section on its website about Creating Projects

<https://propertyconsent.methodist.org.uk/guide/10>

The Baptist Church has advice here

www.baptist.org.uk/Groups/220869/Property_Churches.aspx

Germinate: Arthur Rank Centre has links to rural advice and community projects as part of their resources for rural places of worship www.germinate.net/church-life

The Plunkett Foundation supports rural communities through community-ownership to take control of the issues affecting them. They:

- support rural communities looking to set up and run community-owned shops;
- help rural communities to set up a wide range of community-owned enterprises, social enterprises and co-operatives to provide vital rural services;
- enable community food and farming enterprises to set up and run successfully.

www.plunkett.co.uk



CHAPTER

6

BALANCING THE NEED FOR CHANGE

WITH HERITAGE AND LITURGICAL CONSIDERATIONS
(LEGALITIES AND THE CHURCH PLANNING PROCESS)

TEAM PRAYER

God grant me the serenity to accept
the things I cannot change; courage to
change the things I can and wisdom
to know the difference. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16





“This country’s historic places of worship should retain their role as living buildings at the heart of their communities. We want to help congregations accommodate changes that are needed to achieve this, in ways which sustain and enhance the special qualities of their buildings. New work in historic places of worship should:

- be based on an understanding of the cultural and heritage significance of the building;
- minimise harm to the special historic, archaeological, architectural and artistic interest of the building, its contents and setting;
- bring with it public benefits, such as securing the long-term use of the building, which outweigh any harm to significance;
 - achieve high standards of design, craftsmanship and materials”.

Making Changes to Places of Worship, Historic England 2018
www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship

You cannot undertake any works in your church until you have obtained the relevant permissions, which may involve both church and secular planning authorities. Ensure you check with your relevant building advisers at Diocesan, District, Synod or national level to find out what you will need to do.

Bear in mind that many processes in this Chapter will run concurrently with the activities outlined in Chapter 5 – crucially your options appraisal and feasibility study and writing your Statements of Need and Significance.

Most churches will have undergone some form of change during their history, and some will have been rearranged several times. In some cases, it might have been a minor adaptation, for others a radical re-ordering reflecting a change in liturgical practice, the desire of a local benefactor to show his patronage or the wish of a congregation to provide a community space.

UNDERSTANDING THE ARCHITECTURE AND CONSTRAINTS WHEN MAKING PHYSICAL ALTERATIONS TO YOUR BUILDING

Some new uses and changes to the building may mean only that the heating has to be kept on longer, or a new lighting system installed. Other projects may require physical adaptation of the building, such as the provision of kitchen and toilet facilities, the erection of a screen or the removal of the pews and their replacement with more flexible and moveable seating.

Other new uses may require major intervention into the fabric of the building to create mezzanine floors, galleries, or for example a three-storied structure at the west end of a city church to create space for a café, a shopping mall, and conference centre.

Any works to a church building that involve alteration or extension and would affect its character as a building of special architectural or historical interest, requires listed building consent (LBC) or its equivalent permission. Under the Ecclesiastical Exemption (Listed Buildings and Conservation Areas), England Order 2010, the five main denominations in England and the Church in Wales are exempt from listed building and conservation area consent. (See page 123 for more information on Ecclesiastical Exemption).

Assume that most changes will require that you obtain permission. Even if your building project is about like for like repairs or improvements to maintenance, it is always best to check with your local planning department or your denomination if you are from an exempted denomination.

However, even if your building is listed, it doesn't mean that you can't make changes or enhance your building. It just means that you will need to seek consent or permission and show why any impact those changes will have on the building is justified.



Develop a scheme that works with and is sensitive to the particular character of your building i.e. based on an understanding of the cultural and heritage significance of the building and that will minimise the harm to the special historic, architectural, archaeological and artistic merit of the building, its contents and setting.

For a listed building, there are three factors to bear in mind:

- alterations as far as possible should be reversible;
- flexibility is important as your needs may change sooner than you think;
- there is no intrinsic problem with introducing new work; new and old work can complement each other. However new work must be sensitive to the particular character of your building. Good design, materials and workmanship are the other key elements.

So before you start drawing up definitive plans, you need to ensure you thoroughly understand your building and its history and importance. As already covered in Chapter 5, a useful exercise, and a requirement if you need to apply for a Permission/Faculty under the Ecclesiastical Exemption, is to complete a **Statement of Significance** and a **Statement of Need**.

ARCHAEOLOGY

Continuity of use has protected and preserved many of our churches and the parish church is almost always the oldest building in a village, town or city, and together with its churchyard often forms an island of ancient remains within a constantly changing environment. When repairs and especially alterations are under consideration the archaeological implications should always be looked at. Applications for permissions/faculty/consents should always include adequate information on any necessary archaeological provision. Many grants in support of works upon historic churches are conditional upon an adequate level of archaeological recording and analysis being incorporated into the programme of work.

Works that might carry archaeological implications include:

- any alterations or repairs (including conservation work) that might disturb the building fabric including floors;
- the removal or alteration of fixtures and fittings;
- structural extensions;
- the excavation of drainage, service or foundation trenches in the church or churchyard;
- works upon monuments and boundary walls and gates.

The potential impact should be explored when you are writing your **Statement of Significance**. Understanding the history of a church will help a parish to recognise when proposed works of maintenance or development may have archaeological implications. Seek advice at the earliest opportunity from your DAC Secretary or buildings advisory body. You can find a detailed guidance note on archaeology at

www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/archaeology

CASE STUDY

THE GALILEE CHAPEL, ST ILLTUD'S CHURCH, LLANTWIT MAJOR

www.illtudsgalileechapel.org.uk

Population: 9486 (2011 Census)

The Galilee Chapel at the west end of St Illtud's Church in Llantwit Major, was transformed from a roofless ruin into an award-winning visitor centre in 2014.

The site itself was founded by the Welsh monk, Illtud, around 500AD and as a monastic school is believed to be one of Britain's earliest centres of learning. Legend has it that St David himself was a pupil here.

The Chapel now provides a well-lit and protected environment in which to exhibit a collection of nationally important Celtic crosses, previously displayed in less than ideal conditions in the nave of St Illtud's Church. The new space also accommodates restrooms, a meeting/gallery space, a kitchen and an office.

The £850,000 project took seven years to come to fruition through hard work by many people, including the PCC and conservation architects Davies Sutton. It was designed to support the community use of the church in welcoming tourists, schools and local groups, as well as telling the story of the church's role in developing Christianity across Wales and beyond to the wider Celtic world. Funds came from the Heritage Lottery Fund, CADW, Vale of Glamorgan Creative Rural Communities (European Social Fund), Church in Wales, Welsh Church Act Fund, All Churches Trust and the James Pantyfedwen Foundation. The Chapel restoration won a 2014 Regional RIBA (Royal Institute of British Architects) Design Award.



“

“This restoration is magnificent. It is both sensitive to this ancient site in the way it has been restored and yet surprisingly contemporary in its use of light and space. This means it can be a place of pilgrimage and be useable in all kinds of ways by the present church community.”

Barry Morgan, former Archbishop of Wales.

OBTAINING PERMISSION UNDER THE ECCLESIASTICAL EXEMPTION

The Ecclesiastical Exemption (Listed Buildings and Conservation Areas) England Order 2010 gives exemption from listed building and conservation area consent for the five main denominations in England and the Church in Wales.

It recognises the particular function of the buildings as places of worship and ensures that sacred uses are protected, the parishioners are duly consulted and that the wider aesthetic interests of the public are considered. The system balances mission and worship and wider community use with care and conservation.

The Ecclesiastical Exemption reduces burdens on the planning system while maintaining an appropriate level of protection and reflecting the particular need of listed buildings in use as places of worship to be able to adapt to changing needs over time to ensure their survival in their intended use. It is widely acknowledged that keeping a building in use is more likely to result in the preservation, proper maintenance and sustainability of that building. To read guidance on the Operation of the Ecclesiastical Exemption and related planning matters for places of worship in England (July 2010) go to:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/77372/OPSEguidance.pdf

The six denominations are:

- The Church of England
- The Roman Catholic Church
- The Methodist Church
- The Baptist Union of Great Britain
- The United Reformed Church
- Church in Wales

They are exempted from the following parts of planning legislation as follows:

- Listed Building Consent (LBC)
- Conservation Area Consent
- Building Preservation Notices
- Compulsory acquisition of buildings in need of repair
- Urgent Works Notices



In 2010, for England only, exemption was extended to include separately listed structures within the curtilage such as churchyard walls, railings and monuments which no longer need LBC when works are required.

The exemption does not exclude the building from the jurisdiction of planning permission, dangerous structure notices, advertising consents, buildings regulations, or any other secular legislation e.g. Health and Safety regulations. So you will need planning permission for changes that affect the external appearance of a building e.g. a new doorway, the infilling of a porch, changes to roofing materials or an extension.

In return for the Exemption, the six denominations have demonstrated that they operate an equivalent system to manage change to listed ecclesiastical buildings and unlisted buildings in conservation areas. So if your church building belongs to one of the six denominations above and you want to make changes that would normally fall under the exempted parts of the planning legislation, you will need to apply for 'permission' from your denomination.

Churches of other denominations that want to carry out building works have to apply to their local planning authority in the same way as any other secular building.

All listed places of worship also have to consult Historic England, Cadw, Historic Scotland, or the Northern Ireland Environmental Agency, the local planning authority and the relevant national amenity societies about works that would otherwise require listed building consent. The proposals, if the changes will substantially affect the character of the building and where external works are proposed also have to be advertised locally by way of a site notice and in an advertisement in a local paper. Your denomination or equivalent advisory body can advise you on all of this.

Each of the six exempt denominations operates its own consent system and each has extensive guidance on their individual websites. Links to the relevant section on their websites explaining their consent processes are listed at the end of this chapter.

The rest of the chapter will concentrate on what happens within the Church of England. The basic process will be the same for all denominations, but you need to check your own denomination's system. Please find links for information about other denominations at the end of the chapter.



CASE STUDY

ST. MATTHEW & ST. JAMES, MOSSLEY HILL, DIOCESE OF LIVERPOOL, COFE

www.mossleyhillchurch.org.uk // www.facebook.com/groups/1496002607369421

Built in 1875, as the suburbs of Liverpool expanded outwards, St. Matthew & St. James occupies a prime hilltop site. This unfortunately made it something of a target for the Luftwaffe, and on 29th August 1940 the church became the first in the country to take a direct hit during World War II. It was gutted, but the walls and tower survived and the church was restored in the late 1940s. In 1975 an extension was added to provide space for community activities; in recent years this has been home to a very successful day nursery.



After almost forty years, by 2013 the extension was becoming dated and unsuitable for modern usage patterns; in particular it needed to be improved from a safeguarding perspective. There was also a need to provide hospitality within the church for large services and other community events.

The church formed a team to develop what became known as the Vision Project. With a clear missional focus, the remit was to ensure that the Grade II* listed church – including the extension – would support the church’s outworking of the Great Commission in the 21st Century. The architects chosen were Denovo Design of Liverpool, an innovative practice which showed great sensitivity to the liturgical and community needs of the church as well as to its heritage. Plans were drawn up to rebuild the extension, creating a new link between it and the church to incorporate a level-access entrance, and to build free-standing “pods” within the west end of the church itself to house toilets, a kitchen and a state-of-the-art audio visual system. Key to the design of these pods was the imperative to retain the west entrance for ceremonial use (e.g. for weddings)

and to keep the unrestricted views of the wonderful Karl Edwards west window. The pews were to be replaced with high-quality chairs.

Consultation with the DAC and with statutory consultees took place early in the process. This proved to be sensible as the City Council had some issues around the rebuilding of the extension and Historic England wasn’t entirely happy with the proposed link between new-build and old. The evolution of final designs is often an iterative process and it is wise to allow time for it to be done properly.

Mindful of the need to accommodate the nursery while the extension was being rebuilt, the team arranged for the work inside the church to be done first so that the nursery could use the church for the duration.

The project was completed in early 2017. The bulk of the cost was funded by the sale of a property owned by the church; much of the rest was fund-raised locally. The completed re-ordering of the church has attracted much positive comment and several other churches have already visited looking for inspiration towards their own projects, perhaps the ultimate sign of a successful job!



“It ensures that churches are properly cared for and that whatever is done to them is properly considered beforehand and carried out in the most appropriate way. The system recognises that churches are living buildings, many of which are of great historic significance but all of which exist for the worship of God and the mission of the Church. It acknowledges that a community’s needs change over time”.

www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/talk-your-dac-about

The Church of England’s mechanism for regulating changes to its buildings, contents and churchyards is in the form of the *Faculty Jurisdiction*. Faculty Jurisdiction applies to all Anglican parish churches, listed and unlisted and was in existence long before modern planning systems. A faculty (meaning ‘permission’) is a licence to carry out work.

Nearly all dioceses now administer faculty through the online faculty system.

<https://facultyonline.churchofengland.org>

If your diocese is one of these all references to papers below can be taken to mean electronic documents submitted online. If you are unsure your DAC Secretary will advise you.

In order to carry out **any** changes or repairs, whether it’s to the building’s structure, internal decoration or contents, you **must** have a faculty, authorising the works.

www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/talk-your-dac-about

However, there are two categories of work that since 1st January 2016, when the new simplified Faculty Jurisdiction Rules 2015 came into force, do not require a faculty.

The national **‘A’ List** of works includes those which can be carried out on your church without a Faculty. This replaces all Diocesan De Minimis and Minor Works Lists. List A works are nearly all routine maintenance and will not affect fabric or historic material.

The national **‘B List’** of works includes those that can be carried out once the written permission of the Archdeacon has been obtained. The Archdeacon will consult with the DAC Secretary for informed informal advice and may set conditions on the way the works are carried out. As a general guide works are likely to be on List B if they do not amount to a change of character of a listed building, although there are some exceptions – which include most archaeology, work to memorials and works that raise questions of doctrine or ceremonial usage.

You can see the lists of works for both List A and List B here

www.legislation.gov.uk/uksi/2015/1568/schedule/1/made

However, even in this situation, you must have it in writing that a faculty is not required. To find out more go to www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/talk-your-dac-about and for further advice contact your DAC Secretary.

The Basic Process

The first stage in obtaining a faculty consists of getting advice from the DAC. DAC members have a range of experience, covering building conservation, liturgy, archaeology etc. This expertise is freely available and as has been stressed in earlier chapters, parishes should contact their DAC at the earliest stage in their thinking so as to allow the Committee's advice to be included in the project planning.

Further consultation may be required with the Church Buildings Council and other statutory bodies such as Historic England and the National Amenities Society who will be invited to express their opinion on the proposed changes. The DAC can advise on this and on what documents and paperwork you will need to provide and at what stage this should happen. It is helpful to all consultees to have a draft of your Statements of Significance and Needs ready before inviting them to give advice. Even if these documents change as the project evolves, an early indication of your thinking will help all those involved – including you.

It is strongly recommended that all faculty applications are discussed with the DAC Secretary before submission.

Once the DAC has formally considered the proposal, it will issue a **Notification of Advice**. This will either support the project or not and may include conditions.

This is sent to the parish accompanied by a public notice, which must be displayed for 28 days, giving parishioners and others the opportunity to make representations. Just like local authority planning, this gives the general public and any other interested parties the opportunity to comment on the proposed changes.

Next the parish petitions formally for a faculty, by sending the faculty form provided by the DAC to the Diocesan Registrar together with information about the proposals, such as plans, specifications and the PCC resolution.

The Registrar will present the case to the Diocesan Chancellor to determine. A great many cases are straightforward and a faculty can be issued promptly. However, some proposals will attract comment or even an objection. If these objections are substantial, the chancellor may hold a formal court hearing at the church. There is more information at www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/talk-your-dac-about

Remember, if a faculty is granted, it has been granted based upon the information you supplied. If you make any subsequent changes to your plans or project you must notify the Registry before implementing them.

Recently the Court of Arches provided further guidance for Chancellors to assist when balancing the needs for the proposed works to a church against any harm that there may be to the significance of the church as a building of special architectural or historic interest. This is a helpful framework for DACs and guiding churches to ensure that the case made for proposals is 'clear and convincing'.

www.churchofengland.org/more/church-resources/churchcare/church-buildings-council/how-we-manage-our-buildings and scroll down to section headed '*How will your chancellor make their decision?*'

Talk to your DAC

This Chapter can only provide a basic overview of the faculty process. Seek detailed advice from your DAC or equivalent.

You may also have to apply for permissions from other authorities e.g. changes to the exterior means that planning permission is also required from the local authority before works starts, so the expected timescale to obtain this needs to be built into your project timetable. It is usually best to apply for planning permission and faculty in parallel. If either becomes protracted taking one before the other could cause significant delay.

The faculty process need take no longer than the normal local authority planning process, but it does take time. Bear this in mind, because you need this process to fit in with your funding programme too. Applying for funding can take time, and some funders may require work to begin by a specific date. **Never start work before you have the appropriate permission.**



Some words of advice from a DAC Secretary

THE DAC AND THE PCC

The Diocesan Advisory Committee for the Care of Churches (DAC) of each Diocese exists to assist in the process of planning permissions relating to Places of Worship (known as Faculty), and to provide education and training for churchwardens, PCC members, incumbents and architects. DAC members serve on a voluntary basis and are appointed by the Bishop's Council. The committee members include a range of specialists on architecture, liturgy, archaeology, engineering, and representatives from Local Authorities, Amenity Societies and the Archdeacons.

The DAC advises the Diocesan Chancellor (who has the authority to grant Faculties) on the suitability of schemes of repair and alterations. The DAC is happy to advise PCCs on the maintenance and care of the buildings, how to petition for faculty, and where to seek funding. It is also available to advise on the commissioning of new work in churches, for example WC and kitchen facilities. From 1 January 2016, new faculty rules were introduced enabling many routine items of repair and maintenance to be undertaken by consent from an archdeacon rather than a full faculty. This enables important and urgent repairs to be undertaken without delay. Eligible items may be found under list A and list B of the faculty rules.

The DAC secretary (and in some Dioceses, the Church Buildings Support Officer) can put PCCs in touch with other PCCs, contractors and other specialist organisations to help at the feasibility stage of any development. The DAC will usually maintain a list of exemplar sites for PCCs to visit to review works ranging from WC installations to heating and lighting systems. It is good to see real examples to get a feeling for what might be suitable/appropriate in your church; there is no "one size fits all" and what works well in one location may not in another.

Contact between the DAC and Parishes is to be welcomed and encouraged; regular training events enable PCCs to draw upon the knowledge and experience of each DAC. Similarly it is a good opportunity for the DAC to hear of the things that frustrate PCCs; minor changes in processes can often bring about significant improvements in the way we do things. Site visits by DAC members to meet PCCs at the early stages of major project planning are important; usually the DAC will encourage the PCC to think about the "bigger picture" rather than focussing on one single issue – it is good to have a vision for the entire building even if works have to be phased.

The DAC will provide the liaison between the PCC and the statutory consultees e.g. The

Church Buildings Council, Historic England, The Victorian Society etc. The DAC secretary will advise at what stage of planning consultation should take place; generally this should be as early as possible to minimise delay and frustration at a later stage.

The DAC secretary is available to support incumbents, churchwardens, and PCC members and should normally be the first point of contact with any query relating to your church building. The secretary is unlikely to know the answer to every question, but is able to draw on advice from DAC Consultants (on such matters as bells, clocks, organs, furniture) and the Diocesan Registrar (on legal matters). The secretary is there to help all; from those unfamiliar with Faculty Jurisdiction to those seeking straightforward advice on basic housekeeping and maintenance. In many Dioceses, a Church Buildings Support Officer will track the progress of projects and offer support to PCCs at "staging points" during the faculty petition.

It is important for PCCs to view the DAC as its support resource; the DAC is there to help PCCs achieve their ambitions for their buildings with a friendly, guiding hand.

Stephen Challenger, Property and DAC Secretary, Hereford Diocese

WORKING WITH THE NATIONAL AMENITY SOCIETIES

Plans for work to churches involving changes to the historic building and its contents are referred to a number of organisations for comment. Consultation with the National Amenity Societies is directed under Circular 01/01 from the Office of the Deputy Prime Minister* on those works which include any form of demolition to a listed building. This might include breaching historic walls with new openings as well as the removal of historic fixtures and fittings. Whatever the change being proposed, early consultation with the appropriate amenity society as well as with Historic England and the Church Buildings Council, is recommended. A good time to do this is when initial plans are produced. This might be arranged via your DAC Secretary or equivalent, so an early discussion with them on process is also strongly recommended.

The National Amenity Societies relevant to work on churches are:

- The Ancient Monuments Society looks at ancient monuments and historic buildings of all periods.
- The Council for British Archaeology looks at historic buildings of all periods, but with a particular concern for archaeological features.
- The Society for the Protection of Ancient Buildings (SPAB) looks primarily at buildings of before 1700, but have an interest in buildings and their historic features from all periods, and will often take an 'overview' of buildings with work from a variety of dates.
- The Georgian Group looks at buildings and features of between 1700 to 1837
- The Victorian Society looks at buildings and features of between 1837 and 1915 (Victorian and Edwardian periods)
- The Twentieth Century Society looks at buildings and features of after 1915.

Some work on churches which are complex buildings dating from several historic periods may involve consultation with more than one if not all of these organisations. In general terms amenity societies will appreciate early and wide-ranging consultation to make them aware of forthcoming proposals and invitations to participate in discussions. As many churches were either built or significantly restored in the Victorian and Edwardian periods, it is likely that at least the Victorian Society will need to be consulted. The society has a Churches Conservation Adviser, and its stated aim is 'to help churches make better decisions about adapting Victorian and Edwardian buildings to the way we live now, while keeping what is special about them.' With all of the amenity societies early contact and discussion will help to establish what that society considers to be important about the building, and will give an indication of how the society is likely to respond in formal consultation when plans are submitted for approval. It is important to be aware of what these views might be as it may influence how proposals are developed. It is not generally helpful to leave initial consultation with the amenity societies until a later stage, when negotiating changes might add to project costs and cause delays.

Changes to the building will be assessed by the amenity societies with regard to their impact on the character and appearance of the building and its fittings. The impact of such change will be considered with regard to at least the following factors:

- the listed status of the building (Grade I, II* or II) and its relationship to any designated conservation area;
- is the building or its restoration the work of any known architect of national or local importance? Is it the first, last or considered in published sources to be a good example of their work and why?
- is there an historical significance, such as the burial place of a famous person?
- the completeness of the historic material. Does the church have a complete set of pews or chancel ensemble? Or both? Are they in their original form or position?
- the significance of quality, design and craftsmanship. Are the fittings of unusual design? Were they specially commissioned? Are they handmade or individually decorated?

This list is not exhaustive and each proposal will be considered on a case by case basis.

An awareness of the significance of the building and its contents which can be gained through the production of a detailed and accurate Statement of Significance prior to any consultation with the amenity societies will assist greatly in discussions. Possible further questions may arise during consultation. Any changes to important historic fabric will have to be justified through a robust Statement of Need, which the amenity societies will take into account when they comment on proposals.

Tim Bridges
West Midlands Conservation Adviser
The Victorian Society

*On 5th May 2006 the responsibilities of the Office of the Deputy Prime Minister (ODPM) transferred to the Department for Communities and Local Government. Circular 01/01 can be read here: www.gov.uk/government/uploads/system/uploads/attachment_data/file/7666/158304.pdf

TOP TIPS



- Any work undertaken in a Church without authority is unlawful. You need confirmation in writing that you **have consent** or that you **don't need consent**.
- Make sure the whole Group understands the process of obtaining permission and what information is going to have to be provided.
- Make informal contact with your denomination buildings advisory body at an early stage.
- Check with your DAC or denomination buildings advisory body to find out how long the faculty/permission process is likely to take. There will be other stages of the project that you can continue to develop while waiting for permissions.

CHAPTER 6 CHECKLIST 

Have you found out about any archaeological implications?

Has your DAC issued a certificate, either authorising you to apply for a faculty, or stating that a faculty isn't required?

Have you sent your Feasibility Study and Architect's drawings to the Diocesan Registrar for faculty consent?

Have you checked whether your project will require local authority planning permissions or listed building consent?

FURTHER RESOURCES 

Secular Statutory Controls

You can get further information on the secular controls applicable to churches and their immediate surroundings, including below ground, their furnishings, fittings and churchyard from your local planning authority.

There is also a useful section on ChurchCare at www.churchofengland.org/more/church-resources/churchcare/church-buildings-council/how-we-manage-our-buildings and scroll down to section headed 'secular controls'

Seeking Permission

For the Church of England, help and guidance on Faculty Jurisdiction can be found on the ChurchCare website here www.churchofengland.org/more/church-resources/churchcare/church-buildings-council/how-we-manage-our-buildings

The system of control adopted by the **Methodist Church** is called Property Consents. The online Property Consent website provides the means for Managing Trustees to apply for consent progress through the website from church to circuit to district. www.methodist.org.uk/for-ministers-and-office-holders/online-suite-and-guidance

For the **Baptist Union** visit here www.baptist.org.uk/Groups/220867/Listed_Buildings.aspx

www.baptist.org.uk/Groups/220864/The_Baptist_Union/Resource_Library/Free_Resources_and/BUC_Guidelines/BUC_Guidelines.aspx

For the **United Reformed Church** visit here www.urc.org.uk/resources-library.html

For the **Quakers** visit here

www.quaker.org.uk/our-organisation/support-for-meetings/property-advice-1

For the **Church in Wales** visit here

www.churchinwales.org.uk/structure/representative-body/property/churches/faculties

The **Church in Scotland** has advice here https://www.churchinwales.org.uk/structure/representative-body/property/churches/faculties/www.churchofscotland.org.uk/resources/subjects/art_and_architecture_resources

The **Church of Ireland** has advice here

www.ireland.anglican.org/parish-resources

Historic England offers advice and support as well as being part of the regulatory process.

www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship

Of particular relevance is the section entitled *Making Changes to Places of Worship*

www.historicengland.org.uk/images-books/publications/new-work-in-historic-places-of-worship

It provides guidance on re-ordering and extensions, starting with identifying need and developing a scheme that is sympathetic to your building. It sets out the principles that Historic England applies when considering proposals for the alteration or extension of historic places of worship. There is advice on common issues including heating and lighting, drainage, flooring, doors and porches,

security, energy efficiency and access and also explanations about the legal requirements and how to obtain authorisation from the denominations as well as from the secular planning authorities.

For more information on the National Amenity Societies go to the link below and scroll down to section headed 'National Amenity Societies' www.churchofengland.org/more/church-resources/churchcare/church-buildings-council/how-we-manage-our-buildings

Publications

Changing Churches: A practical guide to the faculty system, by Charles Mynors, (2016. ISBN-10: 1441156437, ISBN-13: 978-1441156433). Aimed at parishes as well as lawyers. Charles Mynors is the most senior ecclesiastical judge in England as well as being a churchwarden of a church in London.

STAGE THREE

DELIVERING YOUR PROJECT



CHAPTER

7

PLANNING YOUR PROJECT

TEAM PRAYER

Lord, we are meeting today to conduct matters of business. We ask that you guide our hearts and our minds in the spirit of fairness, right thought and speech. Impart your supreme wisdom upon our activities so that our affairs may reach a successful conclusion. Thank you for being our source of guidance today. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16





“For which of you, desiring to build a tower, does not first sit down and count the cost, whether he has enough to complete it? Otherwise, when he has laid a foundation and is not able to finish, all who see it begin to mock him, saying, ‘This man began to build and was not able to finish.’”

Luke 14, 28-30

The key is to any project is planning. This chapter will help you develop a plan at the beginning of the project, and then keep it up to date as the project develops, so that you always feel in control. (Here we are talking about a project with a definite end point, not the new activities which may continue after the project has finished.)

There are several aspects to a good project plan. The principles will be the same for a project of any size, though the amount of detail you go into will depend on its size and complexity.

First is the **action plan**. This plans in advance who is meant to be doing what, and when they are meant to be doing it, so that you finish on time. This isn't just about the building work – it will include all the other things talked about in this toolkit, such as fundraising (Chapters 10-12), writing a business plan for the new activities (Chapter 8), getting permissions (Chapter 6), staying in contact with your supporters (Chapter 2) and so forth. The action plan should cover everything which the project will be doing.

The second aspect is planning your **project costs** and then your cash flow. The third is to think about who your **stakeholders** are, and how you will communicate with them. Finally you should consider the risks of things going wrong, and what you are going to do about them in advance – we'll call this the **risk register**.

Does this sound like a lot of paperwork? It will all depend on the size and complexity of the project. But there is plenty of evidence that for any size project, you can save considerable time, money and energy by careful planning.

Finally, it is important that an individual or a group of people **monitor** how you are doing throughout the life of the project, and keep the project plan up to date. Our final section discusses this.

CASE STUDY

ST MATTHEW'S, PERTH, CHURCH OF SCOTLAND

www.stmatts.org.uk

and you can watch a short film about this project on Youtube.

www.youtube.com/watch?v=FLY6G2asBBw&feature=youtu.b

St Matthew's Parish church lies in the heart of the city overlooking the river Tay. Designed by John Honneyman in 1871 it is in an early English Gothic style with a tall tower and spire.

In 2010 the kirk session and congregation decided that the church was in need of renovation and established a project board to lead the development of proposals and to raise the necessary funds. The project included major fabric conservation, improved access, removal of the ground floor pews, improved welcoming space, new lighting and refurbishment of the halls. Approval to take the project forward was given by Presbytery in November 2013.

A substantial area under the gallery space at the rear has been fitted out as a café/gathering area. New glazed entrance doors enable the original front doors to remain open. Casual passers-by are lured in to take a look, while the old problem of epic draughts has been resolved. Inside, flexible seating and modular staging enables all sorts of layouts, including a "cat-walk" formation which can place the baptismal font in the centre of the congregation. The original features of the building have been enhanced through sophisticated lighting and audio-visual system. It is now used by an increasing number of both church and community groups.

Substantial funding was provided by Heritage Lottery Fund which as well as allowing major fabric conservation facilitated the production of information about the building with guided tours throughout the summer months. The church is included in The Church Art & Architecture programme of 360 degree recordings which allows people to access it remotely.

www.churchofscotland.org.uk/resources/subjects/art_and_architecture_resources

THE ACTION PLAN

We suggest writing the action plan first. From this you can plan how to communicate with stakeholders, calculate project costs, and develop the risk register. You may find you need to revise the action plan after doing this.

The point of an action plan is to specify what will be done, how it will be done, who will do it and when it will be done in order to achieve your outcome. So it will:

- determine the resources that you need to run your project;
- set out what work needs to be done;
- set out when it needs to begin and end, and how long it lasts;
- describe who needs to do it (e.g. who in the Group will be the contact person for the architect; who will chase up estimates or drawings from your furniture designer?);
- set out what and whether help is needed from elsewhere;
- set out who needs to do the work;
- show where activities overlap or depend on other activities, and by how much;
- state the start and end date of the whole project.

There will often be two levels of action plan. There is the detailed one to cover all the individual activities. This is relatively easy to create for the structural, building and refurbishment works because this detail will be in your architect's schedule of works. But you'll also need to incorporate information about when you need to apply for funding, claim money, undertake additional consultations and recruit and train any more volunteers. Many of these tasks need to happen concurrently.

Then you'll need a top-level one to cover the important stages of planning, fundraising, spending money on high-level designs, getting faculties, detailed design, building and opening – this is for public consumption, the one you would share with stakeholders, funders and for communicating on the project. This is a simplified version of the detailed action plan.

There are many ways to develop an action plan, and several different ways to document it. Here is one suggestion.



First step: define your endpoint

The first step is to define what your endpoint looks like, the moment when the project finishes. This should be fairly detailed. For example you might say that the project finishes when:

- building work is complete, snagged;
- everything is paid for;
- all information is collected to demonstrate success and sent to grant-givers and all donors are thanked;
- the launch ceremony and opening publicity are complete;
- usage and marketing policy for new building agreed, new team in place;
- all project documentation is filed away.

It is worth spending some time getting your endpoint right. You may be surprised how useful this is in focusing minds, and helping you to think ahead.

Second step: work backwards to create steps along the way

The next step is to see how you will reach your endpoint. We suggest you do this by working backwards from the endpoint, not forwards towards it. Ask ‘what task has to be done to reach that point’, and then work backwards to the previous task and then the one before that and so on. (Some people suggest listing milestones rather than or as well as tasks, and that is another way of doing it. A milestone is a definite point you’ve reached in a project. We will use the task method.)

For example looking at just one aspect of the endpoint, ‘Building work complete and snagged’ then the tasks might be – working backwards:

- carry out the snagging and get signoff and pay any monies due;
- make list of snags and agree them with contractor;
- do the building work and pay as per agreed schedule;
- agree timetable with contractor;
- review and sign the contract AND ALSO complete fundraising;
- choose the contractor;
- send out tenders to contractors AND ALSO complete design work AND ALSO have obtained all necessary permissions;
- . . . and so on, back to the beginning which might be ‘Agreeing the vision’.

And similarly for every part of your endpoint statement. This toolkit should help you create sensible tasks.

One type of task which is easy to overlook is what sort of information do you need to collect while the project is taking place? For example, do you need to know how many hours volunteers are helping out so that you can include this ‘in-kind’ contribution as part of your match funding? (See Chapter 8.) If so, create a timesheet that everyone can complete as and when they do some work.

You will end up with a good many tasks, in reverse order. In general you should go into more detail for the early stages of the project. Later stages can have larger, more general tasks. Later on, as the project progresses you can add detail to the later stages when you update the plan.

Once you have done this, reverse the list, so that the earliest tasks come at the top.

Third step: organise into work streams

The next step is to organise these tasks into different work streams. A work stream is a series of tasks (or milestones) which naturally hang together. It makes it easier to manage the project. Some work streams will go on throughout the whole project, others will occupy only part of the project. Here's a starter list of work streams which you might find useful (but do develop your own):

- Develop mission action plan and agree vision.
- Engage with community and other 'stakeholders'.
- Develop business plan for new activities (if needed).
- Fundraise and engage with donors.
- Land acquisition, site surveys, legal checks etc...
- Design and contract, obtain permissions.
- Build.
- Organise for when current building not available.
- Set up new activities and handover / ensure benefits arise from project.

A few words about the business plan work stream. You may have to compile a business plan so that you can demonstrate how your new activities will operate in the future and demonstrate their financial sustainability. Some funders will expect to see this before they consider supporting your project. There is more guidance on this in Chapter 8.

And a brief comment on the final work stream – however simple your project, you will be intending that good things will come out of it. Your project plan should include whatever is necessary to make sure this happens.

Now take the list of tasks you have completed, and mark it up with the work stream each of them belongs to.

Of course, there will be links between the work streams. No building contracts can be signed until fundraising is successful. No launch ceremony can happen until the building work is complete. We'll come back to that in a moment.



Fourth step: create a timetable and identify links

Now comes the interesting and difficult bit. You are going to create a timetable, taking account of the links between various tasks. One simple and powerful way, is to have a column for each work stream, with one row for each month. Then the start and end of each task can be put in their appropriate column.

This is not trivial, and often it will take several attempts to get right. It's best to involve people who have some idea of how long various tasks can take. Incidentally, it's good practice to build in some 'slack' – i.e. spare time. 20% is a typical recommendation if you know roughly how long each task will typically take, definitely more if you are guessing.

At this stage do check very carefully how one task depends on another having already been completed. Try and find someone who knows what they are talking about.

For example, you must finish fundraising before you sign the building contract. You will find, of course, that some tasks overlap.

	Building	Fund raise and engage with donors	Engage with community etc.	Set up new activities and handover
previous months, not shown here				
Jan 2019	Start review and sign contract	Finish fundraising	Finish celebrations to celebrate fundraising complete	
Feb 2019	Finish review and sign contract			
Mar 2019			Start arranging photo-recording of building work (continues to end of building work)	Start discussing wording of usage contract for new building
April 2019	Start building work			
May 2019				Wording of usage contract agreed
following months, not shown here				

And you are now in a wonderful position – you have estimated how long the whole project will take, and you know what you have to do get there and in what order. Incidentally, if you want the project to finish sooner than the plan shows, by all means run through the process again. But don't fool yourself.

This timetable will quite certainly need revisiting quite often during the course of the project. You will learn of new tasks which you overlooked the first time round (whoops! – the bat survey), and your first guess as to how long things will take will prove wrong. But at least you will know what is going on, and what the knock-on effect will be.

Another way of recording the same information is by means of a series of timelines, one timeline for each task, grouped by work stream. This is known as a Gantt chart, as it was invented by Henry Gantt about a hundred years ago. You can do this in a spreadsheet, or you can use specialist software to draw the timelines, and give them the task names. You will find links to producing a Gantt chart in *Further Resources* at the end of this chapter.

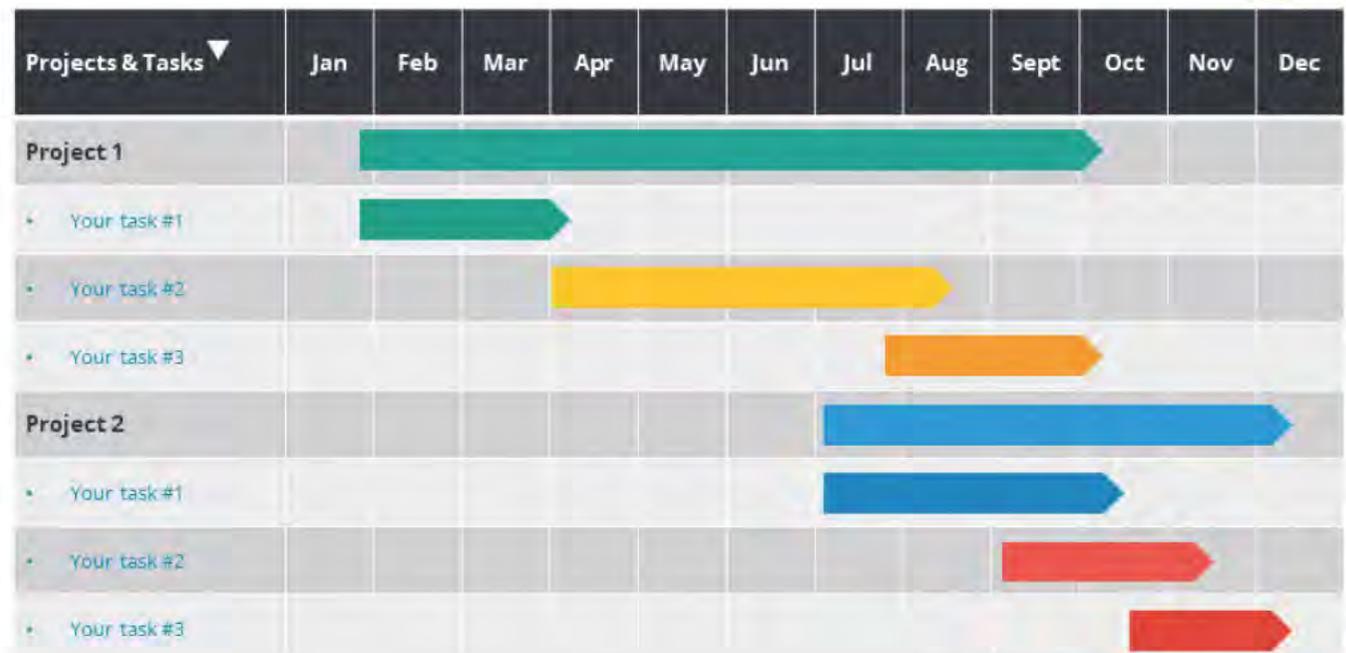


Fig 5 example 12 month Gantt chart

Congratulations – you have now created your high-level action plan, for public consumption. (If the tasks are too detailed, simply combine some of them into bigger tasks.) Now you must develop this into a detailed action plan.

Fifth step: allocate responsibilities

Now you must say who is responsible for what. Each task should have a responsible person. You may want to change responsibilities as you move forward. But it's a good idea to try and allocate all responsibilities at the beginning, as this will often help you identify what skills your Group needs, and when there is going to be a problem with people being too busy or not being available.

Of course, as well as the responsibilities listed here, your Group will need other skills just to keep the show on the road - chair, treasurer, secretary etc. See Chapter 3 for more about organising your Group. One important role is monitoring how well the project is going. This is discussed later.

Sixth step: flesh out the timetable into a detailed action plan

You can now flesh this out into a full action plan. The amount of detail you go into depends on your circumstances. It's usually best to go into more detail for the earlier tasks, and then repeat the process during the project.

1. You can list the '**resources, external people and organisations**' which are needed to complete each task. Resources can be particular skills, such as access to a good photographer, or the need for particular kit, such as banners to advertise the project. External people will include not only your architect and design team, but also the various agencies with whom you will come into contact, for example Historic England, your DAC or equivalent, or the relevant Amenity Society. If you list these now, it is easier to plan ahead in making contact.
2. You can agree the **principles** (or 'strategy' if you prefer) **for each work stream**. For example, how will you engage with the community? With a newsletter? Website? Meetings? Word of mouth? Again, how will you handle the 'design and contract' work stream? Will everyone be involved in making every decision? Will you engage with a wider group of people at key points?
3. You can work out **exactly how you will carry out each individual task**. For example, exactly how are you going to agree the wording of the usage contract for the new building? Who is going to draw up a draft? Will you be talking to other people who run similar activities? Who will do this? Who needs to look at the draft and agree it? Some tasks are so straightforward that they don't need this level of detail, others really benefit from some planning.
4. You can look ahead and spot **periods when individuals are going to be very busy or unavailable**, and think how you might handle this.
5. You can think about **who you need to keep informed** during each task, and how you will do this. This can be useful when thinking about your **stakeholder plan** (see below).
6. You can use this as input for your **project costs**. It is also of some use for your **risk register**. There is more on both of these below.

Seventh step: use and update this regularly

This is your best guess now, but things will change. So regularly review and adapt your action plan with better timings, or as you discover any further steps you need to take. When you identify a new action that needs to be taken, identify who in the Group should be responsible for it. Ensure that you continue to have regular meetings and that those who have taken on responsibility for different aspects report back regularly on progress and alert the Group to any potential problems, so that the person responsible for monitoring the project can see what the overall impact will be.

If you have never worked in this way before, you will be amazed at the sense of control it gives you.



STAKEHOLDER PLAN

It can be really useful to make a systematic list of all the groups of people who have an interest in your project. The action plan will give you a head start with this, but you will need to spend some time brainstorming a complete list. It will include decision makers, advisory groups, funders and donors, the media, those affected directly by the project, those who might have an interest in the project because of previous involvement with the church, other local voluntary groups, potential users of the new building. . . and so on.

Once you have your list, think how you will engage with the various groups. What do they need to know, and how often? What, if anything, do you need from them? Is it one-way or two-way communication? And how are you going to cover these groups with the minimum effort?

You may find this feeds back into an improved action plan.

WORKING OUT PROJECT COSTS

A key element to project planning is determining costs. You can use your activity plan to do this. Simply estimate the cost of each task – for example, how much will it cost to keep a photographic record of the building work and post it on a website? How much will it cost to have a celebration at the completion of the work? How much to produce a guidebook?

The problem, of course, is that most of the cost is likely to come from the building work, which you are unlikely to know with any certainty at the beginning of the project. As the project progresses you will have increasing information on this.

There will be tendering exercises for your architect and design team, and later to procure a contractor to undertake any building works and obtain the best value costs. As discussed in chapter 14, advertising and seeking tenders for the building works will usually be part of the services you ask your architect, building surveyor or quantity surveyor to do. However, it is a good idea for your project monitoring team or working sub-group to be involved. You will also have to get several quotes for any equipment and furnishings.

Consider at what point you need to draw up any contracts, either to commission people to work on your project or for when the project is complete and the community want to start using their new facility. Do you have enough money to pay for the initial expenditure? Investigate whether you need to take out any additional insurance – for when the building works are taking place, or when they are finished. Public Liability Insurance is one such cost to bear in mind, especially if you're using volunteers. (See Chapter 14).

Funders will expect to see a breakdown and evidence of how you arrived at your costs for the building works and other expenses. The tendering exercise and quotes will provide you with the necessary documentation. Remember to check the procurement requirements of each of your funders – this will save time and trouble in the long run if you do it in the way they ask you to.

Once you have the costs of each task, plan out your cash flow. At what stage will contractors and others require payments? Do you have sufficient resources to make these payments until you begin receiving grant money? (There is more on this in Chapter 13.)



PROJECT RISK ASSESSMENT – THE RISK REGISTER

Don't confuse a project risk assessment with a standard risk assessment which is mainly about reducing the risk of someone coming to harm. For guidance on this type of risk assessment, please refer to the Health and Safety Executive.

www.hse.gov.uk/risk/controlling-risks.htm

A project risk assessment is different. It is about identifying risks which might arise to your project and thinking about ways to mitigate those risks, and what actions will need to be taken if unforeseen things do happen. Some formality in this process is important. Create a role for someone whose responsibilities include creating and maintaining a risk register, with a record of the mitigating steps taken. This is good practice and will demonstrate to funders and partners that you understand what can go wrong. A good template for a project risk register can be found on the website of PMIS.

www.pmis-consulting.com/project-risk-assessment-template

Your action plan will probably be useful in identifying some risks. For example, if the completion of the building work is delayed, what risk is there (if any) to the arrangement for the start date of the new activities and how much does this matter? But the action plan will only go some of the way in helping you identify risks, and you will have to give some serious thought to the other major risks you face. You may find that managing these risks is then included in an improved action plan.



Examples of such risks could include:

Governance

Much of what you will be doing in connection with your projects will be unfamiliar. If you try and muddle along without accepting that you have to create some special roles and make responsibilities clear, and are not careful in choosing the right people for your team, you run the risk of suffering some major impacts on your church. You may need to consider what would happen if a key individual moved away or become ill.

Strategic Fit

Here we're talking about the strategic fit of your building project – does it respond to the mission purpose(s), and have the mission purpose(s) been well founded?

Fundraising and income generation

There are some obvious and less obvious risks in this section – matching fundraising to the scope of the building project – and the reverse – is the most obvious one, but also its effect on operating income.

Legal and contractual

Careful scoping, shortlisting, supplier selection and clarity of contract are all components in mitigating this risk.

Programme/timings

Are there some dependencies which might trip you up? A building project has lots of operations where one cannot start until a previous one is complete. Or a tenant cannot start until the building is open.

Commercial risks (inflation, procurement)

Will costs vary against the estimate and what you fund-raised? Are your suppliers in good financial health?

Financial issues (e.g. VAT, contingency)

Try and avoid surprises but plan for some!

PROJECT MONITORING

Your project action plan will be your main tool for monitoring the project, together with the budget, the cash flow plan, the risk register and the plan for engaging with stakeholders.

This is the time to consider who will monitor the project on a day-to-day basis.

Incidentally, the person monitoring the project is not normally the Chair. Make sure to give the task to someone who is comfortable with detail and can look ahead.

For monitoring the progress of some of the work, you may find it useful to establish a **project monitoring team** or **working subgroup**, within your Group. Give key tasks to a handful of members. That way, it's much easier to know who is doing what and who is responsible for what. For example, during major building works, it may be sensible for someone from the Group to meet the architect every couple of days. Use one point of contact.

TOP TIPS



- Time spent planning is rarely wasted.
- The action plan is just one part of planning.
- **Don't commit** yourself to any works and do not sign any contracts with builders until you receive **offer letters from funders**. Any expenditure incurred before the date of an offer from a funder will be **ineligible** for grant support, but you also need to be sure that you can pay for any work before you sign contracts.
- Ensure you know when you should receive any required permissions from the relevant authorities, and who should receive them. You can only begin work when you have permission to do so.
- If there's a delay of several months between getting estimated building costs and applying for funding, get revised quotes to check your figures are still correct.
- Continue to take photos of the work in progress so you have a pictorial reference of the project. This may prove useful for final reporting and evaluation processes.
- Once you have permissions in place and are ready to start major alterations, renovations or repairs, it's important that you inform your insurer as soon as possible – see Chapter 14.

CHAPTER 7 CHECKLIST 

Have you created a project action plan combining information from your architect's schedule of works with your own project actions?

Have you established a project monitoring group and allocated key responsibilities to specific members of the group for when the project is being implemented?

Have you established appropriate and realistic costs for your project by obtaining several quotes for each cost?

Have you planned your potential cash flow?

Have you created a risk register?

Have you thought about how you will communicate with your stakeholders?

FURTHER RESOURCES

Parish Resources provides guidance on producing Gantt templates for Excel

www.parishresources.org.uk/buildingprojects

You can find a programme for producing and maintaining Gantt charts in Microsoft Powerpoint

here www.officetimeline.com

Microsoft Project for producing Project Plans is available at special prices for Church of England/Church in Wales churches from the Parish Buying website

www.parishbuying.org.uk

The **National Lottery Community Fund** (formerly the Big Lottery) provides useful guidance on evaluation

www.biglotteryfund.org.uk/funding/funding-guidance/applying-for-funding

CHAPTER

8

WRITING A BUSINESS PLAN

TEAM PRAYER

Heavenly Father, please bless our project to provide activities for our church family and the families in the community that will promote growth, development, relaxation and enjoyment. Please provide all of the wisdom, finances, and resources that we will need to meet the needs of our community. We ask You to provide generosity, competent professionals, and skilled labourers for the construction. Father, stir up the faith in me so that I will walk by faith and not by sight and give to this vision.

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

Creating a business plan can sound daunting, but when you bring everything together, it will help to give you confidence that you can deliver your project! In other words it will give you the answer to the question is your project viable?

The business plan will largely be about the delivery of the new activities that will take place after the building project is complete.

However, it will also need to include information on how you are going to deliver the building part of the project i.e. your project plan. (See Chapter 7).

It will also provide the evidence that your funders may need to see if your project is going to be viable. It will need to contain the answers to the following questions and by this stage, you should have most of this information to hand.



CASE STUDY

ST DAVID HOPE CHURCH, ISLINGTON, DIOCESE OF LONDON, COFE

www.hopechurchislington.org

Population: 215,667 (2011 Census)

In 2013, the Anglican church of St David, Holloway, re-opened – after being closed and declared redundant in 1984 – after extensive refurbishment.

Funded through the redevelopment of adjacent church land for private and social housing, as well as significant fund-raising by the Parish, the congregation got a bright, new worship space. The local community got a beautifully designed venue, which has hosted many community events and youth and children's groups. It enjoys a strong income stream from renting out space.

It was very different in 2004. The church was only being used on Sunday afternoons by a Greek Orthodox congregation, which then moved to other permanent premises. This could have been the end of St David's. However, since 1992 nearby St Mary Magdalene had established a community project (The Paradise Project) in St David's Church Hall, adjacent to the old church and had recently encouraged around 30 people to re-start a congregation there on Sundays.

The hall was also well used through the week, rented out for community uses or by the Paradise Project. With a growing congregation on Sundays, it became clear, it was not a large enough venue.

So in 2004 they decided to take on the refurbishment of St David's church. It needed investment – the fuse box hadn't been touched since the 1930's – and was arranged in a formal style that did not fit the worshipping style of the congregation. However with the help of the Revd Jonathan Rust, Curate at St David's from 2000 – 2003 and later Associate Vicar the congregation decided to demolish the hall and build new private and social housing, which would generate capital to encourage further grants and donations and fund a comprehensive refurbishment of the main church building.

The project took nine years, opening in 2013. It cost over £4m, so the church had to fundraise £1.6m and it took many turns including complications in securing planning permission, which was finally granted in 2009.

The refurbished church now offers:

- On the ground floor - a well-equipped commercial standard kitchen, toilets, offices and a prayer room, an attractive reception area and the main church worship space
- Upstairs – two floors of space, wrapped in a ‘u’ shape around the main worship space, currently used by The Courtyard, a specialist school for children with autism, part of St Mary Magdalene Academy, the local Church of England secondary school
- In the basement – seven classrooms and a ‘cinema room’ by the Academy during school hours, but by the church and other community groups at other times.
- Two parish flats – a one-bed flat is part of the church complex and a two-bed flat in the adjacent housing development. In the neighbouring seven-storey housing block, there are 30 private flats (which were sold), nine social housing units managed by a Housing Association and the church also owns a four-bedroom Vicarage flat and a two-bedroom flat for use as a parish flat. The scheme won a design Award at the LABC Awards for Building Excellence 2014.

Together with St Mary Magdalene’s, St David’s runs activities for all – including concerts, outreach events like Soul in the City and even an (outdoor) Pet Service.

The church earns over £160,000 per year from renting out its spaces so that some £130,000 net per year is available for it to spend on what it chooses.



WHO ARE YOU AND WHAT DO YOU WANT TO DO?

A description of your group, your ideas and vision, an overview of the project and its aims and intended beneficiaries i.e. what do you want to achieve and how will your project do this?

WHERE ARE YOU?

A description of your location and community, which is your community profile and the proposed premises for your project. You can include details like maps or an outline plan in an Appendix

WHY IS YOUR PROJECT NECESSARY?

The results of your community audit and any consultations you have undertaken. This is your market research that shows how you have identified the need. You should also make clear that you have checked out the competition, identified a real gap in the market and are proposing a different or complementary service to that which already exists. You need to demonstrate that you're fully aware of the marketplace you're planning to operate in and that you understand any important trends and drivers.

WHAT SYSTEMS WILL YOU HAVE IN PLACE?

To oversee the development and long-term management of any new activities. This will include your organisational structures and your policies and procedures.

Outline any legal matters you have to comply with and how you are going to sort them out i.e. permissions for building works, legal agreements with partners.

HOW ARE YOU PLANNING TO DO IT?

This is your project strategy – sometimes called your implementation plan. This is a detailed description of your project and how it will be set up, managed and how new activities will be managed and operated in the long term.

How will your project be managed?

Who will be involved in the delivery and management? Will you be employing staff and/or volunteers? How will you recruit them?

Identify the skills required and how you will obtain them. Set out your own background and skills and the structure and key skills of your staff and volunteers etc.

Remember people are your most valuable resource. Describe your partners, volunteers, and the time put in so far.

What resources and equipment do you already have and what will you need to make the project happen?

Describe your assets, which will include premises. Outline any building works involved – and attach plans.

What kind of equipment will you need and where you will get them? What about any IT requirements?



HOW MUCH WILL IT COST?

You need to compile a financial plan or budget which shows the costs of developing the project (Capital Costs) and secondly, the financial out-goings once the new activities are up and running (Revenue Costs). It is important to divide your costs like this as most funders will usually only fund one kind.

Capital Costs

These will be your start-up costs, which will include professional advice, building costs, and marketing.

Capital funding refers to money paid for one-off items. The refurbishment or installation of new equipment or solar panels are examples of one-off items i.e. not something that takes place every day of the week. Replacing fixtures and fittings, like chairs and pews and installing new heating systems, cookers, lighting, toilets, and furnishings are all examples of capital expenditure.

Full Cost Recovery: for voluntary organisations, some funders including the **National Lottery Heritage Fund** (formerly the Heritage Lottery Fund) will also accept part of an organisation's overheads (sometimes called 'core costs') as part of the costs of the project. They will expect this to be calculated using Full Cost Recovery. The funders' guidance notes will explain where you can get help on this.

Revenue costs

Revenue funding relates to the day-to-day running costs incurred by new activities. This would include any regular utility bills (electricity, gas, water, and phone), rates, insurance, and the salary costs of a paid worker or expenses for volunteers. You may also be paying rent for using a part of the building. Depending upon your project, some funders may offer grant money towards some revenue costs. If, for example, part of your project is to establish a crèche in the Church one day a week, then employing a worker or co-ordinator to run the crèche for the first year may be included as part of your project. The worker's salary would be classified as revenue expenditure. A funder may be willing to offer some grant money towards this cost to help kick-start the project (sometimes referred to as 'pump-priming'), but they won't pay the worker's salary forever.

Don't forget ongoing maintenance and the replacement of equipment. This will also include obligations towards paying for maintenance or repair costs for part of the building under a rent or lease arrangement.

Identify as many of these as possible, and try to predict what they will be in the future.

In all these financial aspects, as far as possible be clear about all the assumptions you are making e.g. how much one of something costs and how many you will need in a year and how many days you will be open. Use existing expenditure information for the building as a starting point.

Budgeting

Budgets can be produced for a whole organisation, or for individual projects (or both). A budget should include an overall figure for the cost of the project and any income that has been secured to cover these costs.

When producing a budget, being realistic can help a great deal, even if you do not have an exact figure for every detail. Estimate costs that you don't have exact figures for, but be as exact as you can. Find quotes for similar products or services through the internet. Consider all relevant or likely costs that may affect the overall budget.

Have a breakdown of costs for each service or function, including the costs of admin and rent for each of your projects. Never underestimate your likely costs in order to make your project seem less expensive than it really is. This will only lead to a shortfall in finances later on and create problems for you when trying to deliver the project. Similarly, try not to overestimate costs, especially if you are looking for funding to cover these as this may reduce how much support you are offered if it is believed that others can do it more efficiently.



CASE STUDY

ST MARY'S CHURCH, BRECON, CHURCH IN WALES

www.stmarysbrecon.org.uk // www.stmarysbrecon.org.uk/towercafe/about-tower-cafe

Population: 8,250 (2011 Census)

St Mary's Church is a large Grade II* listed building of medieval origin situated in the centre of the small, but thriving, town of Brecon.

Having talked for a while about wanting to open up the church for wider community use, just under 10 years ago, the PCC decided to act. They started with a "talking wall" at an initial workshop where the congregation posted suggestions (using Post-it-Notes). This was complimented by a thorough review of local facilities and an examination of the 2001 Census material, to discover more about the local demographics.

Consideration was given to the historical and geographical position of St Mary's church, where it was thought of as being at the centre of several concentric rings. The inner circle represented the congregation and St Mary's Church. The second circle symbolized the commercial premises and political influences of the town. A third circle denoted the residents and social networks in the town while the outermost circle represented both national and international charities operating in Brecon that could benefit from any potential developments at the church. This model formed the starting point for contacting participants for the community review.

The comprehensive community review invited local organisations (eg. public sector organisations, local traders, charities, residents, etc) to submit a 'statement' of what facilities they wanted. This resulted in the church receiving 117 statements which yielded 22 suggestions (many similar suggestions were made.)

The PCC then started implementing the first priority suggestion which was to open a café, closely followed by the removal of pews to create flexible seating areas. Initially, the parish did a footfall count to see if there would be enough people coming past the door to warrant opening a café. Once they had established this was viable, they borrowed £7,000 from a parish fund to buy catering equipment, tables & chairs. The cafe then opened for a trail period of 6 weeks in the first summer and was run solely by volunteers (no wage costs). They paid back the borrowed money within this time.

Next year the cafe was open for 6 months using a mixture of volunteers and paid staff. Now the cafe is open all year and is run as a VAT registered not-for-profit limited company with the incumbent, churchwardens and treasurer as directors. Planning permission was needed for a change of use in order to operate the café and St Mary's church has been assessed for local business rates, also paying for commercial waste disposal.

Résumé for 2013/4: St Mary's Church has a thriving cafe in the south aisle which sells good quality local produce where possible. It has food preparation, storage and display areas (although the cooking facilities are limited). It employs 9 part-time/job share staff plus students in the summer. Turnover for a full year of trading was 70k. This produced a profit of 20k due to work done by volunteers at all levels (eg. payroll, admin, etc). It is also used for other activities during the day and evening.

Résumé for 2014/6: In 2014 the original directors stood down as per the terms of the company guidelines and two members of the PCC took over the running of the Tower Café: during this timeframe the company ran into some administrative and financial problems. In addition, urgent roof repairs meant that the Tower Café suspended trading 31 August 2016 for the duration of the building project. Several longstanding members of staff were made redundant.

Résumé for 2016/7: Although closure of the Tower Café was a sad time for the congregation and the townsfolk, nevertheless it was an opportunity for a new set of directors to reassess the running of the café and the company administration when it reopened. During this period the new set of directors joined the Federation of Small Businesses, an organization that provides its members with free legal advice on employment law and access to many other benefits such as template policies and procedures, reduced banking fees and fuel costs. Also a major decision to employ a manager was made, charged with the day to day running of the Café with advice and support from the directors. A generous 'start-up' grant from the Diocesan Mission Fund (£9K) was provided in August 2017.

The Tower Café re-opened for business on 18 September 2017 much to the delight of the congregation and our 'regulars'. Our 'regulars' are young mums who use our large play area and the elderly who come for coffee maybe stay for lunch and possibly stay for tea! Seven members of staff were appointed, attended a two day induction course that included company ethos and policies, fire drill and first aid. Future ongoing training will include working with the Dementia Friendly group. The local Job Centre were extremely helpful during the staff selection process with the result a collaborative partnership has been established whereby a job seeker will be jointly supervised by a director, the manager and a work-coach from the job centre.

The congregation, staff and directors are keen and have made approaches to re-establish community connections such as, exhibitions for health awareness and local charities. A newly developed Heritage area will use volunteers who also act as 'welcomers' to St Mary's.

HOW ARE YOU GOING TO FUND IT?

Your plan will need to include details of where you are applying for funding. Funders will ask to see how much you have already raised from other sources e.g. grants and donations, community fundraising activities. Most funders will not provide 100% of your funding needs and will expect you to raise a fixed percentage from other sources, which is usually known as match-funding or partnership funding. (See Chapter 10).

Many funders will also expect your community group to make a small financial contribution to the project – perhaps 10%. In this way you demonstrate to funders your commitment to your project by ‘risking’ your own cash.

In-kind Support

Some funders will allow you to include volunteer-time/in-kind donations as a financial contribution to the start-up costs or revenue costs as part of your match-funding. In other words you can include the ‘cost’ of the work performed by volunteers and an ‘income’ from the volunteers doing the work in your budget. This makes no difference to the overall cash you will need but if a funder requires that you put in 5% of the project cost then the ‘value’ time of volunteers can make the overall amount available larger or decrease the cash you have to put in.

This can be a way of increasing your own financial contribution to your project. Funders will be happy to advise you on the type of in-kind support they will consider.

For example, if a project needs to clear some church land to create a play area for local

children, you could ask for volunteers to do the work instead. The funder will specify what they will allow as the volunteer rate e.g. £8 per hour. So if five volunteers spent two hours each, clearing the land, the financial value of that work is:

$$2 \text{ hours @ } £8 \text{ per hour} = £16 \times 5 \text{ volunteers} \\ = £80.00.$$

A contractor may have charged £150 to do the work. So not only have your volunteering efforts reduced the total cost of your project, you may have saved your potential funder some money too. That’s why some funders will put a value on volunteer time. This does mean you need to estimate the time that volunteers will contribute and, once the project has started, to keep accurate timesheets.

Parish Resources has produced a template timesheet for recording volunteer hours. www.parishresources.org.uk/capital-campaign-workshop-resources-2017

The **National Heritage Lottery Heritage Fund** includes its approved rates within the guidance provided for all its grant programmes and also here www.heritagefund.org.uk/publications/volunteering-guidance#heading-9

Businesses that have strong links with the community may be prepared to help your project by offering free use of labour, or equipment. It’s important that this ‘value’ is recorded too.

Revenue funding

Once the new activities are up and running, where is your income going to come from? What is your rental structure, charging policy? Charging an appropriate rental for using the space is common and there is more guidance on hiring arrangements in Chapter 9.

You need to show how your project will cover your costs. Creating a spreadsheet is a good way of doing this. There is more on this in Chapter 9.

If you are taking out a loan as part of your finances, then show how you plan to repay it.

HOW ARE YOU GOING TO PROMOTE AND MARKET THE PROJECT?

How will people find out where you are and what you do - and how much will it cost to tell them? Will you use leaflets? Adverts in the local press? Signage? A website? Get your project listed in local directories? Host special events? How much can you do yourself and with volunteers? Will you need to pay for some professional marketing?



St Peter's, Hereford, design detail after floor was raised

HOW WILL YOU MEASURE THE SUCCESS OF YOUR PROJECT?

In your planning stage you will have identified your specific objectives to describe exactly what you are trying to achieve.

You need to identify criteria, or indicators, that will provide reliable and valid measures for each of these objectives.

You will also need to develop measures that tell you what is really happening. Once again, these measures (or indicators) should be based on your **objectives**.

CASE STUDY

BULL STREET MEETING HOUSE, PRIORY ROOMS, BIRMINGHAM, FRIENDS CENTRAL ENGLAND AREA MEETING

www.theprioryrooms.co.uk // www.peacehub.org.uk/about

The 1930's Bull Street Meeting House in busy central Birmingham is a successful conference centre. Its commercial success helped lead to the establishment and funding of the adjacent Quaker-run Peace Hub.

All public areas of The Priory Rooms Meeting and Conference Centre are fully accessible and it offers nine versatile meeting rooms that can accommodate from two to 200 delegates, a variety of day delegate packages, and a range of catering and refreshment options.

While the Friends have the exclusive use of the building on Sundays, it is widely used by a range of organisations during the week and all profits from the centre are either re-invested into the building or donated to Central England Quakers (CEQ) projects.

In addition to the projects, the Priory Rooms support annually, in 2017 they helped CEQ create a Peace Hub next door. The Peace Hub came about when previous tenants Johnsons Drycleaners decided to relocate. CEQ owns the building and saw an opportunity to create a resource centre about peace and justice in the city centre.

The Peace Hub features a large shop window showcasing Quaker peace campaigns and projects; a television screen displays visual information inside and there is comfortable seating for visitors. Archive material from Quaker history is on show and staff will answer questions about Quaker history and current peace objectives.

TOP TIPS



- Collect all of your action plans, strategies, and policies together to create your project business plan.
- 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.
- In-kind support needs to be documented. If a business is willing to offer you help, ask them to invoice you and then add to the invoice *'This is In-Kind Support, do not pay.'*

CHAPTER 8 CHECKLIST 

Have you collated all of your plans, policies, and strategies into one business plan?

Have you identified all forms of in-kind support that your project can call upon and established systems (e.g. timesheets) to enable you to claim it?

Are you clear what type of funding your project requires and whether your funders offer this support?

Have you thought about how you are going to market your project?

FURTHER RESOURCES 

The Churches Conservation Trust in partnership with the Princes Regeneration Trust have produced a developing Business Plan toolkit which focuses on this crucial part of the process for achieving funding and ensuring long-term sustainability. It is illustrated with helpful hints and case studies from other community groups that have gone through the process. 'It is intended to be accessible to all, especially those who have never looked at a business plan, let alone tried to put one together'.

www.visitchurches.org.uk/what-we-do/regeneration-and-communities/project-toolkits.html

The Near Neighbours Project (funded by DCLG) has produced a guidance note on creating a budget for your project. The first thing you need to think about in fundraising is developing a project budget. This should show the costs of running your project and where your income is coming from e.g. donations or grants.

www.cuf.org.uk/Handlers/Download.ashx?IDMF=0da2b220-a22e-4614-9d87-f564577d6a2a

The **NCVO** website has guidance on writing a Business Plan for community groups on its website

www.knowhownonprofit.org/tools-resources/business-plan-template

CHAPTER

9

ENSURING YOUR PROJECT IS SUSTAINABLE

TEAM PRAYER

Father God, grant us the wisdom to care for the goodness of your creation. We thank you for creating humankind according to your likeness. Help us, like you, to see the goodness of creation. Help us to remember that we are part of a greater whole, and that we have a duty to care for the earth, not just for ourselves. Help us to live in balance rather than conflict, to treat the material world with care and gentleness, and to conserve and nurture the things around us.

Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

Sustainability is about the long-term future of a project. It is important that any alterations you make to your building continue to work for your community long into the future.



Sustainability is most commonly used with particular reference to the environment, however, from a project point of view; there are other sustainable aspects you need to consider:

- economic
- organisational
- social
- environmental

Funders will expect to see evidence that you have thought about all of these aspects, taken action and set in place appropriate mechanisms for the long term.

CASE STUDY

ST PETERS CHURCH, PETERSTOW, DIOCESE OF HEREFORD, COFE

www.peterstowvillage.co.uk/church.html

and you can watch a Youtube clip of the opening here

www.youtube.com/watch?v=0YGplvupRjY

Population: 444 (2011 Census)

This village had been using their community hall for community events, but it had become derelict and was not on main drainage so it was proposed to move community events into the Grade II* church.

Two questionnaires were organised and the project brought church and community together to develop a project that would meet both their needs. The project development took five years, including raising the funds, agreeing the design and obtaining all the necessary permissions.

In 2008 a bid to the Big Lottery Fund was successful and the village found itself with £103,000. Kitchen and toilets were installed at the west end, the pews were removed and replaced with comfortable chairs creating space for the residents of Peterstow to use as a village community centre while leaving the east end of the church in its original form, but in a better state of repair. Opened in 2009, it has been a wonderful asset to the village and “we now have a medieval building fit for the twenty first century” said Barbara Gratton, one of the members of the Peterstow Community Project. The ‘village hall’ space created is managed by a hall committee made up of 50% PCC and 50% representatives from other village organisations, which works well. One of the most successful activities is the fortnightly lunch club, which provides a hot meal for many of the older, isolated people in the community. The church continues to be used for variety of community activities, including arts and cultural events, whist drives, meetings, and providing refreshments at after life events and family events.

Interestingly the church is now used by the parish council for their meetings, and the **Neighbourhood Plan** has been co-ordinated from there. The questionnaire had a response rate of 85% - and the church has been able to include a series of questions about the church and its role in the community. Responses clearly indicate that the church is now seen as a key community asset and a leading organisation which contributes to an improved quality of life in the village. The church feels that the project has removed barriers between the worshipping and wider community. The congregation is stable and while it’s not growing substantially, it is holding its own. The PCC are in no doubt that the project contributed to the sustainability of the church building, but also to the financial sustainability of the worshipping community.

ECONOMIC SUSTAINABILITY

Many funders give financial support for ‘capital’ projects – those that require refurbishments or structural changes to buildings, or the purchase of specialised equipment. They may even pay for some other setup costs such as marketing and training. They may not help with the day-to-day running costs such as utility bills – and if they do, it will be for a limited period of time – or for longer-term costs such as maintenance and the replacement of equipment.

To support your capital project, a section of your business or action plan needs to look at this **day-to-day financial future**. You’ll need to demonstrate that once your project is up and running, you can estimate what the regular running costs will be and what steps you will take to generate enough income to cover them. (See Chapter 13).

A common way to generate an income is by charging a fee to hire out your new community space, but you need to set that at an acceptable level. There’s no point charging a fee so high that community groups or other potential users can’t afford to pay it. It is a good idea to find out what other community buildings in your area charge for equivalent facilities so that you don’t under or overcharge.

Hiring or leasing parts of your building

If you intend to share space with other users, the agreements you have with them will vary depending on the scale of use. This can range from another organisation using part of the building for long periods of time or installing a permanent structure, to regular or one-off lettings or hiring. If the former, then a lease or licence may be required, both of which will need the relevant permission from your denomination. Check with your relevant building advisers at Diocesan, District, Synod or national level at an early stage and certainly before you enter into any commitments.

All agreements should cover costs and set out clearly what is expected from you hiring out the venue and your users. This should include details such as what party is responsible for cleaning, locking up, timings etc.

Inform your Insurance Company if you are changing the nature of the use of your building, especially if you will be hiring out space to external users. Your insurance company will be able to offer guidance about hiring out space in your buildings to outside users as well as advice on running functions. (See also Chapter 4).

Ensure that you take account of inflation e.g. the cost of hire should rise every so often to help you meet rising costs associated with looking after the building. Keep an eye on what other facilities in your area are charging, but be realistic, being the cheapest may get you business, but you still need to cover your costs.

Consider the long term. The work you have done today may need repairs in ten, or twenty years’ time. What steps are you going to take to create a financial reserve to cover these costs and any unforeseen circumstances?



ORGANISATIONAL SUSTAINABILITY

This is about developing the right structures for managing any new activities in the long term. There is a difference between **project management** and ongoing **facility management**.

You may have already planned for a different management structure/organisation to manage the new facility as opposed to the one that developed the project.

Whether the PCC or a separate Community group managed the project, it may well be appropriate for the **same group** to continue managing the new facility and activities. However, you may find that **different people** within the group have better skills and abilities for doing this, rather than relying on those same people involved in the project management. Some may decide they want to stand down at this point and you need to ensure you identify which skills you will require for this next stage.

Ensure that the right mix of people continue to be involved in decision-making i.e. a good balance between church and community, paid staff, volunteers and users. You need feedback from all these groups to ensure you pick up on problems and suggestions for improvements in good time. (See Chapter 3).

Whatever you do don't let your project be dependent on one person who then collapses with exhaustion.

Planning for succession

Make sure that knowledge is passed on and that arrangements are in place if a key person moves on. Encourage people to take on new responsibilities so that experience and the necessary skills are not concentrated in only one or two people.



CASE STUDY

ST HELEN'S, GRINDLEFORD, DERBYSHIRE, DIOCESE OF DERBY, COFE

www.grindlefordshop.co.uk // www.achurchnearyou.com/grindleford-st-helen

Population: 909 (2011 Census)

St Helen's, Grindleford's parish church, stepped into the breach when the village, in the Hope Valley within the Peak District National Park, lost its last village shop, post office and butchers some years ago.

Since the summer of 2015 after four years of persistent fundraising, there is once again a shop and cafe in the village selling general provisions now based in the former choir vestry in St Helen's. The church's offer of rent-free space made it possible and enables it to continue as it is able to pay all other running costs including utilities.

The Grindleford Community Shop and Café is open from Monday to Saturday from 9am to 6pm and on Sundays from 12 to 4pm and caters for locals, tourists and many walkers. And, the church is committed to the shop staying with the priest-in-charge, the Revd Jude Davis saying: "We feel that we have more credibility in the village and people see us as part of the community, rather than aside from them".

In June 2017, the shop signed another five-year lease agreement with the church having celebrated its third birthday. It serves about 250 customers a week with particular favourites including freshly baked daily bread, tea and cakes (mostly home-made).

Thanks to the shop people, who would not normally enter a church, are familiar with the building and support it. One of the shop's founders and co-manager, Sarah Batterbee, pointed out that without it, the village might have gone the way of some other villages and become a "soulless commuter community". She said Grindleford was



a particularly supportive village and reaching the shop's third birthday in a solvent state was cause for celebration as in most business plans that meant "it stood a good chance of succeeding".

While the shop has a number of volunteers, it also has two paid co-managers following the Plunkett Foundation's advice that "you need somebody who will be prepared to go in whatever the circumstances".

St Helen's now serves as a place of worship; a venue for village meetings, concerts, exhibitions and lectures; a place to mark the transitions in life: baptisms, marriages, funerals, and to remember loved ones; and is open every day for peace, quiet thought and prayer. A wheelchair ramp assists with access to the church, it has a disabled accessible toilet and there is also limited disabled parking within the churchyard.

It also offers a small kitchen/tea point in the porch (offering regular afternoon tea parties for older residents) and its flexible seating allows the nave – able to seat 100 people – to be used for a variety of fundraising and community uses including the Centenary Roof Appeal at St. Helen's (CRASH!). There are also plans to organise a coffee shop drop in for younger people and GraveTalk cafes for older people.

Worship too is united with members of the small Methodist community joining the St Helen's congregation and a Methodist minister or lay preacher taking a service at least each quarter. The Revd Jude Davis says there is also an increased attendance at Christingle and carol services.

CASE STUDY

PETERCHURCH, DIOCESE OF HEREFORD, COFE

www.hubcommunity.org

Population: 1,091 (2011 Census)

St Peter's is an impressive 12th century Grade I listed building which stands in the small village of Peterchurch situated in the Golden Valley in South West Herefordshire. The area is very rural with many families feeling isolated with few opportunities to interact socially and a lack of access to public services.



Herefordshire Council were looking for ways to deliver children's services in the area when they approached the Hereford Diocese and expressed an interest in using St Peter's. At the time the church had no facilities and the Local Authority offered £20k towards the cost of putting in a toilet. From that initial conversation, a vision developed and a partnership was established between the local authority and the church, and the whole community backed the idea of using the church for activities.

The project to refurbish the interior involved freeing up space by removing the pews and installing environmentally-friendly underfloor heating, a lift, lighting, toilets, kitchen, consulting room and a new mezzanine floor with access into the bell tower to provide an additional room.

The project was finished at the end of 2009 and is an exemplar of extended church use and partnership working.

The project has met several objectives and addressed several needs of the community: a long-term use for an underused community facility and resource, ensured the sustainability of a major heritage building now in regular daily use, helped address the issue of access, increased service delivery from the church centre, created a greater sense of community cohesion and people working together to address their own needs, improved access to cultural activities through the facility provided in the library and an improved performance space, and improved quality of life for families and young children.

In recent years with the withdrawal of Surestart funding, the project has had to reinvent itself and the use of the building to ensure a sustainable income. They have developed a range of new activities including a good neighbour scheme, a community café that is run on a social enterprise commercial basis and a Food Assembly. They also engage through Twitter and Facebook.

VOLUNTEERS

Keep your volunteers on board and inspired over the long term. Volunteers need good leadership and management. It is important that they don't become bored or overstretched and you need to continually encourage new volunteers to join the project.

SOCIAL SUSTAINABILITY

The whole reason for undertaking this project is to solve a community need. As well as demonstrating that your project will solve the problem, you also need to introduce a system that allows you to continue consulting the community about its needs in the future.

After the launch you still need to regularly review whether and how you are achieving your aims. Projects and activities may need to change over time as they adapt to changing circumstances, such as new competing facilities or changes in the population, which may no longer correspond to your initial community research. Changes can bring both opportunities and challenges. It could be that a school which has been using your church closes, or another local facility providing a meeting space is forced to close.

If your project enables a crèche to operate for a couple of mornings a week, that's great for local mothers and babies. But in a few years' time, (while hopefully, new mothers and babies will now be using the crèche facilities), what will you need to do for those original babies who are now a few years older and need nursery places or after school clubs?

What steps are you taking to ensure that you include the views and wishes of everyone in the community? How are you trying to reach out to disadvantaged groups in your area?



ENVIRONMENTAL SUSTAINABILITY

“Finding one solution to fit all churches is impossible. Instead each church must aim to strike the right delicate balance between encouraging use of the building, energy efficiency and conservation”.

www.churchcare.co.uk

If you are about to undertake any building works, make sure you have looked at the most energy efficient option and thought about sustainability - whether repairs or re-ordering, routine maintenance or if you are thinking about installing new lighting or heating. Many funders are increasingly looking at this element when assessing applications and in almost all denominations there is strong theological backing about caring for the Earth.

Consider these aspects:

- The materials and products you use to refurbish buildings. Try to use the most environmentally-friendly products possible while also using energy-saving products. If you're refurbishing a building, this is the ideal time to install such infrastructure. If you're installing a toilet, can you use a grey-water system that uses rainwater to flush the toilet for example?
- BREEAM (BRE Environmental Assessment Method) sets the standard for best practice in the environmental performance of buildings. www.breeam.com/resources

It assesses the building's performance in areas like energy use, pollution, water consumption, and material usage. However, the age and construction methods of our churches mean that it may not be possible to attain BREEAM standards.

Historic England has advice on how to save energy in historic buildings.

www.historicengland.org.uk/research/current/conservation-research/energy-efficiency

Cadw has also produced a renewable energy guide for historic buildings.

www.cadw.gov.wales/docs/cadw/publications/Micro_gen_booklet_EN.pdf

Always aim to achieve the highest environmental standards possible. Make this clear to your architect, when they're composing their detailed brief.

- Consider the life expectancy of the proposed new facilities. While they can be more expensive, it may be more cost-effective to go for longer lasting materials.
- Where are you sourcing the materials for your project? Can they be sourced locally?
- Can you re-use any existing materials or equipment? If not is there anywhere you can recycle them locally, perhaps via Freecycle?
- Where will your contractors come from? Employing a team of contractors from the other side of the county will increase the carbon footprint of the work as they travel to and from the site every day.
- Using LED bulbs is one of the easiest ways to improve the energy efficiency of a project.

- Decisions on heating. Look at efficiency, greenness, meeting conservation requirements and how to determine the most effective heating systems depending on different uses within a church building e.g. regular use, mixed uses, heating of different spaces within a building or infrequent, irregular use. In an historic church, any system will need to be aesthetically unobtrusive. You can find detailed guidance here

www.churchofengland.org/sites/default/files/2018-12/CCB_Choosing-the-right-heating-system.pdf

and also here

www.churchofengland.org/more/policy-and-thinking/our-views/environment-and-climate-change/how-you-can-act/sustainable-buildings and scroll down to section headed

'What about heating'

Over the last few years, many churches have successfully installed underfloor heating, in places such as All Saints Hereford and St Peters, Peterchurch (see page 169), but this might not be the right option for every church. Underfloor heating works best where the church is used regularly and does not have a historic floor. If underfloor heating is considered to be the best solution for your proposed project, but it would mean disturbing the historic fabric, then it is essential that discussions take place, at a very early stage, with all interested parties to see if agreed measures could overcome this. Raised pew platforms or under pew heating can be cheaper less intrusive alternatives. SPAB has produced a document to highlight considerations that should be borne in mind by those contemplating whether or not to install underfloor heating in a historic church. Heating in Churches: a cautionary note on underfloor heating can be found here

www.spab.org.uk/advice/heating-churches-cautionary-note-underfloor-heating

there is also guidance on **ChurchCare** here

www.churchofengland.org/sites/default/files/2018-12/CCB_Under-floor-heating.pdf

- Do you want to think about generating your own renewable energy? The **Church of England's Environmental Campaign** website offers advice and case studies on a range of options from solar panels to biomass boilers to wind turbines. www.churchofengland.org/more/policy-and-thinking/our-views/environment-and-climate-change/how-you-can-act/sustainable-buildings
- What will be the environmental impact while the project is taking place? For example, what steps will you take to reduce noise pollution while builders are carrying out your refurbishment? Will the noise affect those in the church and neighbouring properties too?
- Don't neglect the environment around your building, improving the biodiversity of any church land or local growing projects are great ways to engage the community.



Environmental Sustainability is an ongoing responsibility. The building's operation should be as environmentally friendly as possible, so do review sustainability frequently. Does the latest technology offer new solutions?

You'll see that there is a close link between Environmental Sustainability and project costs. Locally sourced materials, locally sourced labour, solar panels and grey-water recycling systems may cost **more** money now (although costs are falling), and increase the project's overall costs. However in the long term investing in energy efficiency and generation is likely to save you money through reduced energy costs. So, it is important that a balance is struck. Increasingly, funders are taking their own environmental policies more seriously. They realise that they have a role to play, so some funders are prepared to offer **higher grants** for projects using environmentally sustainable products and services.

Value for Money

The cheapest quotes may not necessarily offer the **best value** for money. So while a local firm of builders may not be the cheapest, they may be the best choice because they won't be travelling so far to do the job. They'll also be on hand to undertake any future repairs.

Employing a local building firm has an additional sustainable economic effect because the grant money is more likely to be spent again in the local community.



Solar Panels at St Anne's Church, Highgate
© PowerUP North London

Following a successful conference at Wakefield Cathedral in December 2018 on sustainable heating and lighting, the resources are now available on the Diocese of Leeds' website www.leeds.anglican.org/dac/sustainability



CASE STUDY

NEW BRIDGE COMMUNITY CENTRE, DIOCESE OF HEREFORD, COFE

www.communionarchitects.com/project/21st-century-event-space-herefordshire

St. Andrew's is a Grade 1 listed building in one of five very small parishes in the Bishopstone group.

The need for a community centre for the parishes in this isolated part of Herefordshire had been identified in the **Parish Plan** and after extensive public consultation St. Andrew's was felt to be the best location. The newly completed conversion, now called the New Bridge Community Centre, and run by a Community Association, involved taking the fixed pews out of the nave. The chancel and sanctuary were left as they were for Sunday services. There is a kitchen, toilet and a small room for private meetings and consultations and all areas are accessible to the disabled. The conversion was designed to make the building energy and waste efficient, to use local materials and suppliers, and to leave as small an environmental footprint as possible.

CASE STUDY

ST ANNE'S, HIGHGATE, DIOCESE OF LONDON, COFE

www.highgateneighbourhoodforum.org.uk/community-energy-project-in-highgate

www.saintanneshighgate.co.uk

www.powerupnorthlondon.org

Population: 11,632 (2011 census for Highgate)

A Grade II listed church in Highgate, St Anne's teamed up with a community group and won permission to install solar panels on the slope of its roof.

Designed and built by builder architect William Cubitt in 1853 on commission by Anne Barnett, St Anne's is a lively parish with a mixed congregation of all ages, a strong children's church and feeds into St Michael's Church of England School in Highgate.

Reverend Andrew Meldrum, vicar of St Anne's on Highgate West Hill since 1999, worked with Power Up North London (PUNL), backing their plans to place 60 solar panels on the slope of its roof. He was keen that savings generated by the panels would help to fund community lunches, a youth project and more daytime activities at the church where poet Sir John Betjeman was baptised.

PUNL is a community energy company formed in 2014 by three local Transition Town groups, to develop renewable energy installations supporting the local community and help the fight against climate change.

PUNL raised £30K through a Community Share offer - and St Anne's will benefit from discounted energy through a power purchase agreement with PUNL. Parishioners and members of the local community also benefit from a small return on their investment and it was felt the

scheme was a positive mechanism for developing new relationships between the church and local inhabitants who were given the opportunity to invest for social and environmental benefit.

The St Anne's installation will provide an estimated 16,500 kWh of clean energy per year, equating to 8,000 tonnes of CO2 emissions – twice the energy consumption of the church. Any surplus funds will go into a Community Energy Fund, for the use of local community projects.

While there were some concerns the panels would spoil the view of the 1850s church from Hampstead Heath, local officials granted permission after recognising the scheme's social and environmental benefits.

More than 100 people wrote in to support the project, including Highgate's Green Cllr Sian Berry. She said: *"By allowing the church to set an example of generating green energy for the community, the overall benefit to the borough, which has large numbers of buildings suitable for solar panels... could be very large."*

The church hosts a busy social calendar and also has its own shop in Swain's Lane, selling bric-a-brac, books, jewellery and antiques. All proceeds go towards the work and upkeep of St Anne's church and it's manned by volunteers.

CASE STUDY

BUCKLAND BREWER METHODIST CHURCH, NORTH DEVON

www.bucklandbrewerparish.org.uk/local-services/buckland-brewer-community-shop

www.bucklandbrewerparish.org.uk // www.wesdeven.weebly.com/buckland-brewer-community-shop.html

Population: 777 (2011 census)

Buckland Brewer is a village near Torrridge, Devon. “A friendly store” with over 1000 products on sale, the Buckland Brewer community shop operates from the vestry of the Methodist church - and has done since 10th December 2012. The shop premise is leased from the Methodist church at a market rent.

Primarily staffed by volunteers it offers a range of goods including a wide variety of local produce, and services for parts of six days a week and prepaid for newspapers can be picked up on Sunday mornings. It is the first Methodist church in England to host a village shop.

The idea came about when the previous village shop closed in 2009. A village committee identified the church, in the centre of the village, as a potential site and chapel members were keen.

After some discussion in the church, a 10-year lease was drawn up. This meant the shop was independent of the church within agreed parameters. It was ratified at local, district and Connexional level in the Methodist church.

The Church funded the building work while the Shop Committee raised funds to open, equip and operate the shop and provide new disabled access and a decking area. The Plunkett Foundation, Village SOS, Community Council Devon, Torrridge District Council and the Arthur Rank Centre were all involved. The Church raised the necessary £25,000 needed through grants and the shop committee raised a similar amount through grants and a local share issue.

Buckland Brewer community Shop Limited was set up as an Industrial and Provident Society to provide the legal entity to manage the shop using a community co-operative model. They raised some of the funds from a community Shares Scheme.

The committee see the main benefits as being firstly that a beautiful historic building, which was underutilised, is used daily during the week and secondly that the shop serves as a hub for the whole village.

It is seen as providing a vital service and a social meeting place but Treasurer Gill Willett admitted the shop underwent some ‘wobbles’ in 2016. “We found we couldn’t pay a manager and keep our stock levels up so now it is all on a voluntary basis. Because of that we dropped our opening hours to 9am to 1pm and then from 3 to 5pm in the afternoons. Although our customers do seem to have adapted and I don’t think business has dropped.”

The village is five miles from the nearest town and the shop’s biggest seller by far is milk, followed by bananas... “We now have about a dozen volunteers and try to ensure nobody does more than about two hours a week,” she said.

The Chapel too plays host to various social events in the village with a Youth Drop In on Thursday; Snooker Club on a Wednesday & a Parent & Toddler Group (part of the Village Under 5 Group) on Fridays.

TOP TIPS



- When estimating any future day-to-day costs work closely with your PCC. Look at their accounts, which may provide useful guidance as to what expenditure you can anticipate. Remember that installing an improved heating system may **reduce** running costs.
- Ask your architect about environmental options and how they fit with local authority guidelines.
- Economic, Environmental and Social sustainability must work hand in hand. There's no point using a new environmentally friendly product within your project if it isn't sustainable. Don't use a new woodchip boiler if you'll find supplies of woodchips difficult to come by.
- Liaise with your local Community Development Officer (who may be employed by your Local Authority, Local Strategic Partnership or nearest Voluntary Action) about social inclusion techniques.
- Liaise with the local Agenda 21 Officer about local environmentally sustainable solutions.

CHAPTER 9 CHECKLIST 

Does your business/action plan consider the economic sustainability of your project?

What steps are you taking to ensure that your project is socially sustainable?

Have you checked that your project achieves the highest environmentally sustainable standards it is capable of?

Have you taken steps to minimise detrimental effects on the local environment during your project works?

Have you sought all the available advice from the relevant websites and your local authority's Agenda 21 officer?

FURTHER RESOURCES

Building Calculator

This innovative tool from **Locality** uses whole life costing methodology (a technique employed by the private sector) and applies it to the community sector – the first time this has been done! It will help you assess the future costs of the building you own or are considering taking on – including its repair, maintenance and other operating requirements.

www.locality.org.uk/our-work/assets/building-calculator

Total Facilities Management by Brian Atkin and Adrian Brooks (Wiley-Blackwell 2015, ISBN 978-1-405-18659-9) offers a comprehensive treatment of what facility management means to owners, operators, tenants, facility managers and professional advisors, as well as containing advice on how facilities can be better managed from a number of perspectives.

Hiring out your building

The ACRE Network has county-based village hall advisers who provide an information and advice service for those who manage village halls and other rural community buildings. This includes advice on making buildings more energy efficient. Their model hiring agreement for village halls provides a comprehensive agreement and all the information you need to consider when hiring out your hall.

www.acre.org.uk/our-work/village-halls

Ecclesiastical has guidance on planning events and on letting church premises at

www.ecclesiastical.com/churchmatters/churchguidance/churchhealthandsafety/hiringofchurchpremises/index.aspx

and Methodist Insurance here

www.methodistinsurance.co.uk/products/church-shield/index.aspx

Volunteers

The National Council for Voluntary Organisations (Volunteering England merged with NCVO in 2013) is now the national volunteer development organisation for England. You can find guidance on managing your volunteers and investing in them at

www.ncvo.org.uk/ncvo-volunteering

The **National Lottery Heritage Fund** provides good practice guidance on recruiting and managing volunteers

www.heritagefund.org.uk/publications/volunteering-guidance

The **Government** has also produced guidance on volunteers including placements, rights and expenses. It includes links to where you can find volunteers. www.gov.uk/volunteering

Your local authorities may also have guidance and policies around volunteering and managing volunteers.

Environmental Sustainability

Find out if your diocese or equivalent has an environmental officer who can advise you. There may also be a bulk procurement of 100% green energy opportunity that you can opt into.

Approach your local authority and ask to speak to their **Agenda 21** officer who will be able to offer advice and guidance.



Information on increasing the energy efficiency of your church, renewable technology and other environmental issues can be found on the **Church of England's** national environmental website. You will also find information on Government support and other possible funding for energy projects. There are also toolkits, guidance on how to undertake energy audits and best practice case studies covering issues from heating, to boilers, from lighting to waste and recycling, and transport to renewable technology. It also provides contact details for Church of England Diocesan Environment Officers.

www.churchofengland.org/more/policy-and-thinking/our-views/environment-and-climate-change/how-you-can-act/sustainable-buildings

The **Carbon Reduction Project** is enabling the **Methodist Church** to assess its carbon footprint and bring about a reduction in carbon emissions in line with the national goal for 2050. You can find resources and guideline to help small, medium-sized and large churches take practical steps to reduce the amount of energy they consume.

www.methodist.org.uk/mission/climate-change/carbon-reduction

The **Methodist Church** has provides very useful information on renewable energy. www.methodist.org.uk/media/457787/solar-panels-guidance-0612.pdf and www.methodist.org.uk/ministers-and-office-holders/property/handbook/energy-saving

The **United Reformed Church** has a section on its website setting out its commitment to sustainability and information for its churches. This is in joint working with the Baptists Together, the Methodist Church and the Church of Scotland.

www.jointpublicissues.org.uk/issues/environment

Quakers can download guidance, and the Sustainability Toolkit on how your Meeting can respond to the Quakers' commitment to becoming a low carbon and sustainable community and read about what others are doing.

www.quaker.org.uk/resources/directory-of-services/sustainability

Eco Church is the successor to Eco-Congregation (in England and Wales only) and offers an award scheme for churches in England and Wales that want to demonstrate that the gospel is good news for God's earth. They also offer resources for congregations on how to live sustainably and address environmental issues through their life and mission www.ecochurch.arochoa.org.uk. In Scotland, **Eco-Congregation Scotland** is the Christian environmental organisation www.ecocongregationscotland.org.

The **Energy Savings Trust** gives 'impartial, accurate and independent advice to communities and households on how to reduce carbon emissions, how to use water more sustainably and how to save money on energy bills'. www.energysavingstrust.org.uk

The **Church of England** and the **Church in Wales** have set up the **Parish Buying** website which details national negotiated deals on everything from paperclips to photocopiers. It also includes a negotiated 'national level affinity deal' for 100% renewable energy tariffs. These tariffs can be found on the new website at www.parishbuying.org.uk

An increasing number of organisations can advise and support community groups seeking to create their own renewable energy. Find one that is local to you. One example is **Shareenergy**, a not-for-profit organisation that helps communities find, build and own renewable energy generation. www.shareenergy.coop

CHAPTER

10

RAISING
THE FUNDS

TEAM PRAYER

Blessed are you, Lord God of all creation; through your goodness we have this money to offer, the fruit of our labour and of the skills you have given us. Help us to be generous in return, and support our Parish as it seeks to serve you, and proclaim the Gospel afresh to each and every generation.

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



Fundraising is obviously one of the most crucial parts of any project. It is a lot of hard work and sometimes the most dispiriting aspect of a project when you seem to be receiving more rejections than grant offers. But when you are successful in obtaining a grant or a fundraising event raises more than you expected, it can provide a positive validation of your project.



There are several key points to make here:

- **Never** begin any work before you have confirmed offers of funding.
- Do not **start** a fundraising campaign until you know how much you need to raise. It is important to have an identifiable goal and to be upfront about the levels of giving needed, funding targets and deadlines, and church finances in general.
- You need to be able to share **your vision** and inspire others to support your project.
- Make sure you talk about the people ‘inside’ the building – those who will benefit from your project.
- Think about the how you are going to approach people about the funding needs of the project. Where possible the face-to-face personal touch is always best, and asking for advice before asking for money can encourage people to support the project emotionally, physically and financially.
- Avoid mass mailings to funders. It’s often best practice to have the generic information about your project in front of you, and then tailor it to each specific funder.
- What are your USP’s (unique selling points)? What are the key features of your project that will appeal to funders and help tackle local issues?
- Fundraising is also about *Friend-raising* and hopefully a lot of your local fundraising will also bring you more friends and supporters

- It is important that your case for support can be explained in 2-3 sentences and that everyone in your church and those involved in the project are all - as far as is possible - 'on side' and are telling the same story. Ensure that everyone - the incumbent, the church wardens, flower arrangers, people who do the teas at the coffee morning - are able to say what is happening clearly and simply e.g. *"We are putting in toilets and a kitchen so that more groups can come and use the church/we are going to be opening the church every Saturday during June and July."* Mixed messages and stories can easily start rumours.
- Do your **research** first to check potential funding sources both nationally and in your area. What have other churches in your area achieved?
- Don't underestimate the time fundraising will take. Some trusts will only meet twice a year to consider applications, and even the bigger funders are likely to only make decisions on a quarterly basis.

Above all, keep an open door, an open ear and encourage questions and feedback.



Big Project Appeal leaflet for St Luke's, Canning Crescent
©Bridge Builder Trust 2012

ORGANISING A FUNDRAISING CAMPAIGN

Some of the actions listed here have been covered in previous chapters – if they have already been done, then you are half way to doing your fundraising i.e. you have the narrative and the evidence. You will also have a business plan to explain in detail what the money is for.

Parish Resources have developed a series of templates and guidance notes on all aspects of developing and running a Fundraising Campaign including a Funding Strategy template which can be a useful tool to help you set out your fundraising strategy and bring together all the basic information you need for making funding applications. www.parishresources.org.uk/capital-campaign-workshop-resources-2017

1. Create a Fundraising Team

The appeal will need strong leadership, a steering committee of some kind, good administrative support, and lots of people supporting it through prayer.

Appoint someone to lead on fundraising, however, this should never just be one person's responsibility.

Setting up a small sub-group to deal with funding applications is a sensible approach. You need two or three people who have the time to research and complete the application forms. You need to ensure you have some experienced people on your committee: ideally someone with fundraising experience, but if that is unavailable then individuals with administration, education, marketing or charity experience will make great additions to the group. Look outside the congregation, as there may be those skills in the wider community.

Fundraising works best when lots of people are involved in many activities – but these must be well-coordinated and take place within a short timescale.

Fundraising is an integral part of any project. The fundraisers should be fully involved in the project development group so that they understand all aspects of the project. Communication must be maintained between all parts of the project e.g. the building project team. The fundraisers should provide regular feedback to the Group so that if raising funds is slow or there are too many rejections, the whole Group can work together to see if a change of strategy is required. Likewise, the fundraising committee must be updated with progress on the project especially, if opening up the roof reveals unforeseen additional works for which extra funds have to be found.

2. Hiring a Professional Fundraiser

For very large projects, you may consider employing a professional fundraising consultant to help you meet your funding target. However, as professional consultants charge for their services (often on a percentage of the funds raised, which can be as high as 10%), it is important to make sure you research this option thoroughly and are confident that the expenditure is justified. The other way is to employ someone on a day rate with an arrangement whereby their hours are reduced as the appeal progresses. Some consultants will offer a “fixed price” arrangement for two-stage applications whereby they will charge for the first stage up-front and include a fee for the second stage (should the first stage application be successful) which can be costed-in to the budget as “Professional Fees”.

You should go through a ‘tendering process’ to help ensure that you employ the right person, check out their church fundraising references and give them a detailed brief which makes clear what they are being paid to do.

Beware! Employing a fund raising consultant most emphatically does NOT guarantee that your application will be successful. It is also worth mentioning, that many funders do not recognise this as a legitimate project cost so you may well have to find the funds to pay for this service from your own resources

The General Data Protection Regulation (GDPR)

Remember you will need to comply with the GDPR when fundraising especially if you are collecting people’s contact details. Parish Resources has practical guidance here

www.parishresources.org.uk/gdpr

3. Setting up a Project Prayer Group

Many churches establish a Prayer Group at the beginning of a project; to pray for the project and the Group leading the project during key times. The Prayer Group should be sent meeting minutes so they can keep up to date with project developments. Members of the Prayer Group may also be asked to attend meetings and pray specifically for Group Members or difficult decisions being made.

Prayer will play an incredibly important part throughout the project journey, and inviting members of the congregation to pray for the project can also be a key way of keeping them involved, giving them ownership of the project and ensuring the Project Group feel supported.

4. Make sure you are ready to start asking for money

It’s tempting to rush into asking people for money, but it’s important to think about the order in which you’re asking people, and at what stage of the project you’re asking for funding as well. It’s important that the Group can provide the following:

- a clear vision that can be explained in two or three sentences;
- realistic goals;
- objectives that are clear and measurable;
- details showing that the project has been fully costed;
- proof that you have obtained the necessary permissions;
- a strong case for support which will show why the project is needed;
- proof that you have worked out a fundraising strategy.

Most fundraising projects start with an approach to your ‘warmest donors’ i.e. the people who already support your organisation. A church’s warmest donors are their congregation and so it is vital that the church starts with them – remember it’s your church and you’ve got to help pay for it.

Most churches will hold a Gift Day (a follow on from the Vision Day) to demonstrate how the congregation can raise x percent over x number of years, to help fund the project. Ask the congregation to consider what they could pledge on top of their regular giving, which, with Gift Aid could total x amount after 3 years.

5. Develop your Case for Support

Your case for support is essentially the Need, Solution and Outcome you have identified as part of your project. This provides a succinct story to communicate to potential funders. For example:

The Need: *you need a toilet*

The Solution: *you will install a toilet*

The Outcome: *you will have a toilet*

However, this isn’t going to appeal to everyone, especially those who aren’t that interested in toilets! Most individual donors and many funders will be more interested in who will benefit i.e. which people and also how will those in the wider community benefit? So to have an appealing case for support, you must talk about the people your project will benefit. If we introduce ‘people’ to the toilet Case for Support, it looks slightly different:

The Need: Ron has been coming to St Mary’s Church for over 55 years. Ron is 80, lives on his own and has no family nearby. He’s stopped coming to church including the Wednesday community because we don’t have the facilities he needs.

The Solution: So we’re going to install a toilet so we have the facilities that Ron needs.

The Outcome: And the outcome will be that Ron will return to church, to receive friendship and fellowship from his community and his isolation and loneliness will be alleviated.

Along with an appealing case for support, you need to have a well-defined project with a clear set of aims/outcomes. A useful exercise early on is to list and discuss all the key points and messages about your project – the scope of the work, why it’s important, all the benefits and for whom, costs etc. This will help to clarify and strengthen your fundraising messages.

6. Provide the evidence

The case for your project will need to be backed up by evidence i.e. facts and figures. This will come from the results of your community audit, feasibility studies and your business plan. Funding bodies will be looking for evidence that your project is needed, and that it is well-planned, realistic and fully costed.

Can you show that you have the support of relevant local organisations e.g. the parish council, local school, community groups etc.? It will be helpful to provide letters of support from potential users.

7. Develop a Fundraising Strategy

This is basically compiling a list of the different sources of funding available, that you are going to try to access. It is important that you have a mix of income streams, so your project funding is more sustainable, but also that more people / organisations are invested in the success of your project. It is also sensible to start locally and move outwards. Your list might look something like this:

- Church funds – you may have some reserves, a fabric repairs or a project fund.
- Church assets – you may have a hall or other building that you may have decided that you could consider selling or renting to another organisation, but only after very careful consideration and having sought the right advice.
- Your congregation - the appeal must start with church members, who should be as generous as they can be. External donors will want to know that church members are fully behind the project before they commit themselves.
- The wider community e.g. local donations and fundraising events. Here it is very important that you can show how they will benefit from your project. Fundraising events can be great way of building up relationships with your community.
- Significant Donations - you can ask people for donations and where possible make full use of Gift Aid. You can also ask people for interest-free loans or pledges. People may find it more manageable to give monthly by setting up a standing order. It is important to get all such agreements in writing.
- Local businesses – donations, in-kind support. (See Chapter 8).
- Local Trusts and local funders e.g. local authorities and charities – they will be interested in local visible projects and some may have specific criteria and interests.
- National grant-givers - trusts and funders e.g. the national lotteries. (See Chapters 11 and 12 on identifying funders and making applications.)
- If necessary your fundraising can be supplemented by grants or loans from your denomination governing body.

8. You might also consider Setting up a Friends Group

This can be a good way to harness the skills and fundraising potential of the wider community. A lot of people who don't come to your church to worship may well care about the building or the project and want to help and a Friends Group can be a good way to get them involved. If you have one already, enlist their help in fundraising for your project.

9. Local Fundraising events

Organising fundraising events can be hard work, but it is a way of involving the local community and building new relationships. It is also a good way of communicating the latest about your project and obtaining regular feedback. Do not underestimate the importance of **local fundraising** – many funders will expect to see a percentage of the money raised by the local community, as it is evidence of local involvement and commitment.

There are plenty of ideas out there from the traditional church fete and bookstalls, to sponsoring a brick or even worm charming. Better Fundraising Ideas is a website which provides numerous ideas as well as advice on how to put them into practice.

www.better-fundraising-ideas.com

In 2015, Ecclesiastical ran a Fundraising ideas competition. You can read about the top 25 most imaginative and innovative ideas and learn how to put them into practice. www.ecclesiastical.com/churchmatters/news-and-faqs/useful-information/fundraising/index.aspx. On the same page you will also find useful advice on organising and publicising events including talking to the media.

It is important to think through how much person-power you have. Decide whether you can realistically manage regular weekly fundraising events, or a few major ones.

Identify existing successful fundraising events the church does, and talk about how to use these events to raise additional income for the project. You might also want to schedule a series of fundraising events throughout the next two years, encouraging members of the congregation to help organise them. These can be small but successful on-going projects e.g. from 'buy a brick' to larger, one-off events such as a barn dance. If you're organising large fundraising events remember to make them enjoyable and to invest in high quality refreshments and entertainment. Community Fundraising Events are not just about how much you raise, but are also about raising community spirit and knowledge and awareness of the project.

Be careful that your project fundraising does not cut across your regular parish fundraising, and the fundraising that is used to meet your day-to-day running costs. You don't want to negatively affect the financial stability of your church – this has been known to happen.

10. Online Donations

Think about **how** the church can receive donations. As well as encouraging regular donations via Standing Order or Direct Debit, people should be able to make one-off donations online. Registering your church with an online donations platform is simple, and you can put a button on your website and a link in any literature publicising your project.

For further information, please visit www.parishresources.org.uk/digital-giving

11. Target your appeal

'Please support our appeal' is not enough nowadays. Some individual donors prefer to pay for or contribute to, something specific e.g. the cost of a room, furniture or equipment needed, or for specific work with children or elderly people. Funders will also be interested in different aspects of the project so the details and costs of these need to be worked out so that you can send targeted proposals to relevant funders.



12. Create imaginative publicity materials

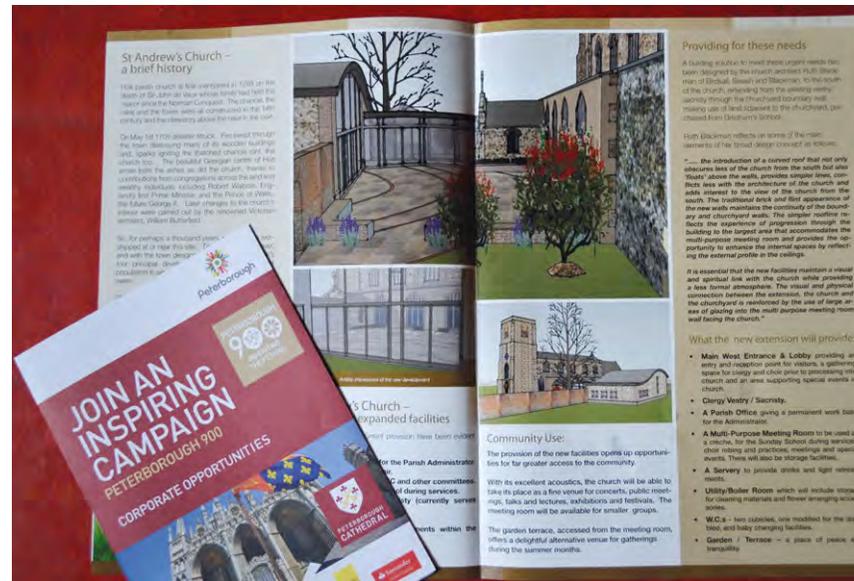
Think about how you can create enticing, readable and clear leaflets/posters. Ensure you include pictures of people as well as of the building.

It may also be worth creating a range of materials. These could include specific posters and leaflets for the local community and a more detailed brochure for your local authority, businesses, trusts and national funding bodies.

13. Talk to people

Letters and leaflets have their place, but any major appeal needs people talking to people, e.g. to persuade members about the levels of support needed, to identify and use contacts that people may have, and not least to convey your enthusiasm!

Public meetings, one-to-ones, and presentations will be needed to explain the project, build motivation and enthusiasm, and deal with objections and concerns.



14. Keep to a Timescale

Enthusiasm and momentum can soon be lost if things are allowed to drag on. Fundraising should be the top priority for your church – but only for a limited period. Depending on the size and complexity of the project, plan for the appeal to be completed in roughly two years, i.e. six months for preparation and planning; three months for the members appeal; twelve-fifteen months for the external appeal.

15. Celebrate Significant Landmarks

Keep everyone informed of progress. 'We have raised the first £10k'. 'We have been awarded a National Lottery Heritage Fund Grant'.

16. Acknowledge and say thank you to everyone who has supported you.

Invite them to the launch event!

CASE STUDY

ST JOHN THE BAPTIST, KINGSTON LISLE, DIOCESE OF OXFORD, COFE

www.kingstonlisle.net/church

Population: 225 (2011 census)

This 12th Century church, listed Grade II*, was put on Historic England's Heritage At Risk register in 2014 and the church and small congregation was faced with fundraising for a £400,000 restoration.

It was decided to tackle everything at once. Angus Saer, the churchwarden who led the project, says: "It was important to do everything as part of one project and for everyone to know that they wouldn't be asked for any further funds for at least 50 years."

Beginning with urgent repairs to the roof, timbers and walls, they re-rendered the exterior, put in new heating and lighting, conserved the 14th Century wall paintings, redecorated the interior, improved the seating and flooring, and restored the 15th-19th Century woodwork.

The urgent repairs eligible for an HLF grant under the GPOW programme came to £245k. Having applied once before and been rejected, they were awarded an HLF Stage 1 pass on 24th March 2014.

To find sources for further funding, Angus then went on to the Heritage Funding Directory website and applied to a total of 32 local and national grant providers. The project received 22 grants including from the Heritage Lottery Fund, the National Churches Trust, Oxfordshire Historic Churches Trust and ChurchCare. Aside from these applications, robust community fundraising efforts raised £56k through donations and £24k from four concerts, two pub quizzes and sponsorship events. The 'Sponsor a Tile' initiative offered residents and others with connections to the church the opportunity of naming the 150 stone tiles on the porch roof for posterity. People wrote names, messages and memorials to loved ones, raising £2,000 and crucially involving the whole community. A 'Sponsor a Pipe' campaign for the new pipe organ raised £7,000.

In April 2015 the Stage 2 application was submitted and a grant of £144,400 was awarded in July 2015. Work started straight away and the repairs were completed at the end of January 2016.



The £14k conservation of the wall paintings fell outside the HLF funding and was carried out during and after the restoration works to the chancel. In addition, all the woodwork in the church (including the 15th Century pew ends which were of particular interest to Historic England) was cleaned and polished by a local specialist. The carpets were removed and the Victorian tiles were cleaned, greatly improving the acoustics of the church, which recently hosted its first concert in living memory.

Angus says he would sum up the keys to successful fundraising as:

- do your research;
- tell a story;
- sell it with soundbites;
- polish the commas;
- make a connection.

You can watch a webinar on this fundraising campaign that Angus Saer presented for Giving to Heritage on YouTube www.youtube.com/watch?v=9sF_1lluung

Angus also stresses the importance of publicity to keep everyone updated and involved, as well as encouraging project leaders to build the excitement and spread the word. During and since the restoration, articles have been written for the village website and newsletter, and for the A Church Near You website. The church featured in a Christmas publicity campaign for the National Churches Trust, which also asked Angus to speak on its behalf on BBC Radio Oxford and to write an article for the Telegraph Online: www.telegraph.co.uk/news/religion/11933401/How-we-kept-a-tiny-rural-parish-church-alive.html.

St John the Baptist was reopened by the acting Bishop of Oxford at a special celebration service on 20th March 2016 (Palm Sunday). The church doesn't have toilets or kitchen facilities, though the PCC is thinking about how they could incorporate these.



The final stage of the restoration project is the installation of a new pipe organ. Including the 'Sponsor a Pipe' campaign, £30k has been raised for this. The PCC is now working with the diocesan organ advisor on either buying a second-hand organ or building one using parts from redundant organs in the area. Further grant applications will be made once the plans are finalised. The long-term aim is for the church to host recitals and choral concerts to encourage more visitors as well as to cover the annual maintenance costs of the new instrument.

OTHER TYPES OF FUNDRAISING

In recent years, new ways of raising money for community projects have emerged. These enable local people, including those who will directly benefit from your project, to offer financial support and in some cases to make a financial investment. These initiatives can allow you to engage with new donors from a wider group of people who recognise the value of what you are doing.

All these methods rely on having the right organisational structures in place, the right financial systems and control, a good website and the expertise to make use of social media to gain the maximum amount of publicity.

If successful, you will also have gained a list of donors, members and/or investors who will expect to be kept informed about the project. You need to ensure you have sufficient administrative systems and people resources in place to manage this into future years i.e. some community share schemes can be active for as long as 25+ years.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people. It is usually managed by setting up a project website where people can register their contributions. NB contributions are not eligible for gift aid.

Crowdfunder, the UK's largest crowdfunding platform offers a platform on which to set up and run your crowdfunding campaign. It also explains how it works and how to combine crowdfunding with a match from other funders such as the HLF.

www.crowdfunder.co.uk

Stir to Action has a useful *How to Run a Crowdfunding Campaign* toolkit here

www.stirtoaction.com/toolbox/crowdfunding

A report commissioned by the Department for Digital, Culture, Media and Sport highlighted how crowdfunding can help arts and heritage organisations

www.nesta.org.uk/report/matching-the-crowd-combining-crowdfunding-and-institutional-funding-to-get-great-ideas-off-the-ground



CASE STUDY

ST JOHN THE BAPTIST CHURCH, PENZANCE, DIOCESE OF TRURO, COFE

www.penlecluster.org.uk/young-people-and-families/playzonepenzance.php

Population: 21,200 (2011 Census)

Playzone@Penzance is a soft play area for children installed at the back of St John the Baptist Church, Grade II, in Penzance. The 2017 winner of the Marsh Awards for Innovative Church Projects 2017, it's open every day and provides a safe and fun space for the community's children.

The awards, run jointly by the National Churches Trust and the Marsh Christian Trust, look for: *'projects that deliver a clear benefit to the wider community, show best practice in management and sustainability, serve marginalised communities and demonstrate a real understanding of local needs'*.

Parts of Penzance have the highest levels of deprivation in Cornwall and even in Europe – and there were few safe indoor spaces for children to play. Consultations at community events and with local schools gave the community a chance to decide what facilities they wanted. And so in 2015 – after a crowdfunding effort in which £2,202 was raised within 28 days - the church removed half its pews and moved the font to make space for the playzone, which local children helped to design.

The total cost of the project was £30,000, but they managed to find the remainder from charities that fund work which benefits young families. The crowdfunding exercise got publicity and illustrated the keen support from the local community. The project breaks even, but they continue to raise funds so that they can offer free sessions to families in need and school “well done” prizes!

The Revd Sian Yates says: *'it was important to involve local people right from the start. A local school helped with the design. Tiger Play were superb and working directly with the young people about designs and a lot of the artwork was created at holiday clubs'*.

It's a win-win for the community and the church as with the heating on for four hours a day the building 'feels loved' and the damp smell has gone. And with the help of volunteers it's now open seven days a week and has become a safe space for all - including vulnerable families. The venue also provides much-needed employment, plus work experience for a rota of volunteers.

And a group called Coachhouse, which provides accommodation for vulnerable young people, sells low-priced cakes and lunchboxes.

There are playzone sessions each week for children to unwind after school, and a session targeted at fathers on Saturday mornings and when the public sessions are closed, local schools use the facilities.

With its new layout, the church can be much more flexible and is now used for parties and other meetings. The local breastfeeding group; Aspire, which works with children in need and Alcoholics Anonymous all meet in the church and work is being done with a women's refuge as well.

The judges of the award liked the: *'exceptional involvement with parents and children, especially the contribution of local children in designing the equipment. Impact is high in this community, which has high levels of deprivation. The project is contributing significantly to the use, engagement and condition of the building'*.

COMMUNITY SHARES

This has already been mentioned in Chapter 4 as part of Governance.

The term 'community shares' refers to withdrawable share capital; a form of share capital unique to co-operative and community benefit society legislation.

Community shares can save local shops and pubs, finance renewable energy schemes, transform community facilities, support local food growing, fund new football clubs, restore heritage buildings, and above all, build stronger, more vibrant, and independent communities.

This type of share capital can only be issued by co-operative societies, community benefit societies and charitable community benefit societies. This means that you have to set up an organisation, an Industrial and Provident Society (IPS) which is a type of Mutual Society. It is a legal entity with a long history, which can be used for organisations that conduct an industry, business or trade either as a co-operative or for the benefit of the community. Like companies, IPSs are bodies corporate; however, they are not registered under the Companies Acts. Instead, the legislation that governs IPSs is the Co-operative and Community Benefits Societies and Credit Unions Act 1965, formerly the Industrial and Provident Societies Act 1965 until its renaming in 2010. www.legislation.gov.uk/ukpga/1965/12/contents. The registering body which administers them is the Financial Services Authority.

You can find out more about community shares and how they work based on whether you are an investor, enterprise or practitioner, on the Community Shares website.

www.communityshares.org.uk



SOCIAL INVESTMENT

Social investment is money provided to help an organisation to generate more income or be more effective. It is not a grant or a donation. Social investment allows charities and social enterprises to access new or larger scale opportunities to deliver social and financial returns. This should allow the organisation to have a positive impact on their beneficiaries in a more sustainable way, and allow the investment to be repaid, often with interest.

The **National Lottery Community Fund** (formerly the Big Lottery), which has used a percentage of its funding to ensure that social investment is accessible to the charity sector through a number of its programmes, has also undertaken research into its effectiveness. They are keen to increase the involvement of the charity sector in developing enterprising behaviour and using social investment. www.tnlcommunityfund.org.uk/insights/social-investment-publications

The **Esmee Fairbairn Foundation** will provide social investment in the form of different types of repayable finance to charities and other not-for-profit organisations, with the aim of creating social impact. www.esmeefairbairn.org.uk/social-investment

Many of the community and ethical banks have community-targeted funding to help new project start-ups e.g. **Big Society Capital**, and the **Triodos Bank**... among others. A lot of the funding on offer is social investment opportunities. So check out their websites.

Good Finance is a website run by the Big Society Capital. Their aim is to make social investment available to charities and social enterprises by explaining how it works and helping groups decide if it might work for them. www.goodfinance.org.uk

Social Investment Business, which came out of the Communitybuilders Fund, provides loans, grants & strategic support to charities & social enterprises to help them change the lives of the people they work with. www.sibgroup.org.uk

The **Charity Bank** is an ethical bank that will make loans to charities and social enterprises. www.charitybank.org/ethical-bank

The **Good Exchange** is an online platform bringing funders and donors together with those seeking funding via one online application form. If you are a charity, Community Interest Company (CIC), social enterprise or community group looking for the more effective ways to raise money have a look. www.thegoodexchange.com



CASE STUDY

ST BENEDICT'S, GLASTONBURY, DIOCESE OF BATH & WELLS, COFE

www.stbens.ukpc.net

<https://en-gb.facebook.com/StBenedictsChurchGlastonbury/>

Population: 8,932 (2011 Census)

The Grade I, Anglican Church of St Benedict was built in the 14th century with its tower being added in the 15th. It stands across the road from St Benedict's school – and the institutions retain close links with the pupils using the church for song, prayer and dance.

In 1970 an appeal enabled considerable refurbishment to be carried out to the ailing fabric of the church. In 2010, in answer to the congregation and PCC's vision for the church to fulfil a role of 'Welcome, Hospitality and Education' to the local community, an ambitious programme of reordering was started, with the first phase, the upgrading of the vestry into a kitchen facility and the installation of toilets, being made possible by the sale of the 1950s church hall and the land around it.

Financed by the sale of a church hall and completed in 2013, the second phase transformed the church into an inviting, usable and flexible space for different community groups – and, importantly, the children of St Ben's School.

It involved the replacement of the pews with chairs except in the south aisle, the levelling

of surfaces within the church, new flooring, a modern underfloor central heating system and the installation of state of the art audio-visual equipment,

The work included moving the entrance from the side of the church, from a busy street with no pavement, to being situated on an axis with the church and accessed through a walled garden. While the existing heavy timber door was retained, a glass door was added, which is welcoming and connects the church to the street. The large stained glass window over the door is back-lit at night – giving off a welcoming glow – and acts as a beacon for the church.

The hall that was sold to raise capital for the reordering has been transformed into a place of worship for a pagan group, the 'Goddesses' and a good relationship has been forged between the two groups.



Losing the pews was controversial but was deemed part of the 'bigger picture' and the installed chairs won a competition run by ChurchCare. The flexibility has allowed new forms of worship to emerge, including 'cafe church' and feasts. The kitchen and WCs are on the side of the church separate from the main volume and a small servery for teas and coffees was retained in the main space. This has been simply and elegantly detailed and works well.

The most recent donation to the church of a Bechstein grand piano, in 2015, means that St Benedict's is now an increasingly attractive concert venue.

TOP TIPS



- Remember the 80/20 rule – you want 80% of the funds coming from 20% of the donors. Identify and pursue 3-5 significant sources of funding which will make up the bulk of your fundraising target. Secure this first and then spend time securing the smaller pots of money, which will make up the remaining amount.
- If your church has unrestricted reserves held 'for a rainy day'... this project is your rainy day! It's about credibility, can you honestly ask people to give £50,000 towards the project, when the church has £50,000 it could give, but won't? Everyone has to give and give and give – remember it's your church; you've got to pay for it!
- Approach your warmest donors first. It's much easier to approach people and organisations that know and trust you, than it is to approach people who've never heard of you before. People like to be part of something they can see is a success, so approach the unknown when you've already secured a significant bulk of your fundraising target.
- It is a very competitive environment. Your application should be the best you can make it so that it stands a chance of being successful.
- Invest plenty of time in the research phase, the more you research external funders, the more informed your project will be.
- It is very likely that you will have to put in some of your own funds to cover the initial costs. Some funders may allow you to claim some of this back.

CHAPTER 10 CHECKLIST 

Have you established a sub-group to deal with funding applications?

Does the group have its own financial resources that it is willing to put into this project?

Have you written your case for support?

Have you developed your fundraising strategy?

Have you approached your congregation initially for pledged support?

Have you thought of fundraising ideas and scheduled events to involve the wider community?

Have you identified which sources of funding you will approach and in what order?

FURTHER RESOURCES

Guidance on Fundraising

The Church of England's Parish Resources website offers a range of guides to help you target funding for projects - either for capital building works, community outreach projects or for mission. They provide advice on preparing and organising a funding strategy and appeal, including guidance on funding sources, making applications, budgeting, writing business plans and fundraising.

www.parishresources.org.uk/capital-campaign-workshop-resources-2017

There is detailed guidance on Gift Aid here www.parishresources.org.uk/giftaid

The **National Churches Trust (NCT)** website has a section on how to fundraise for your project. This includes advice on creating a budget, ideas for local fundraising, applying for grants and how to use online and text giving.

www.nationalchurchestrust.org/managing-building-projects/how-fundraise-your-project

NCT offers advice and guidance on a range of issues for projects / churches that intend to apply for an NCT grant to help them to get

their project to application stage. They send out presentations and advice on sources of funding and fundraising tips for a range of project types.

NCT also offers one-to-one chats at events and training days which they attend regularly around the country. They are also planning a series of video presentations for those who can't come to events.

You can contact the NCT by email support@nationalchurchestrust.org or phone: 020 7222 0605

The **Institute of Fundraising** offers plenty of advice and resources on all aspects of fundraising.

www.institute-of-fundraising.org.uk

Giving to Heritage was the Heritage Alliance's training programme for fundraisers in the heritage sector. Although the initiative has ended, the website still provides guidance on a range of topics such as 'Making the case for support', 'Major donor fundraising', 'Corporate partnership', 'Using digital and social media', 'Crowdfunding', 'Community Shares' and 'Social investment'. You can also watch webinars where people talk about they raised funds for their particular project including places of worship.

www.theheritagealliance.org.uk/gth

The **Voluntary and community sector (VCS)** infrastructure organisation can provide vital support for voluntary organisations and community groups in the form of advice on setting up new projects as well as information on available local grants and support in the application process. **NAVCA** (National Association for Voluntary and Community Action) is the national voice of local support and development organisations and their directory will help you identify your local organisations.

www.navca.org.uk/find-a-member-1

The **Churchbuild** website looks at the range of different types of fundraising.

www.churchbuildingprojects.co.uk/how-to/6-finance/6-4-ways-to-raise-the-money

The **Directory of Social Change** offers fundraising training, online resources, publications and events as well as undertaking bespoke research.

www.dsc.org.uk

Catalyst Cymru (part of the Welsh Council for Voluntary Action) provides a useful website for heritage fundraising at

www.wcva.org.uk/funding/catalyst-cymru

The **Charities Aid Foundation** (CAF) toolkit, *Fundraising Fundamentals* is intended to help charities put the foundations in place for an effective fundraising strategy.

www.cafonline.org/charities/fundraising/fundraising-fundamentals

Friends Groups

The **National Churches Trust** has guidance on how to set up a Friends Group and offers a model constitution

www.nationalchurchestrust.org/building-advice/resource-centre?category_tag=434&search=&search_resources=1

The **Parish Resources** website has guidance on running a Friends Scheme.

www.parishresources.org.uk/friends-schemes

London Diocese has also written a toolkit on setting up a Friends Group

www.london.anglican.org/kb/building-friends-a-toolkit-for-new-friends-groups

Publications

How to: Fundraise from private sources (2014) is part of **The Prince's Regeneration Trust's** innovative education programme BRICK (Building Resources, Investment and Community Knowledge).

It offers the tools and knowledge necessary to set up and deliver a sustainable fundraising strategy, focusing on attracting funding from private sources. It covers a number of fundraising methods which may be useful for your project, including: community fundraising, friends groups, major donor fundraising, Gift Aid, legacies, corporate partnerships, crowdfunding and online fundraising.

www.princes-regeneration.org/publications

Grow Your Church's Income: A guide to securing long-term financial health by Maggie Durran (Canterbury Press, Norwich 2011, ISBN-13:9781848250390)

UK Church Fundraising Handbook by Maggie Durran (Canterbury Press Norwich, 2010 (new edition), ISBN: 978-184825002-4) A practical Manual and Directory of Sources.

www.canterburypress.hymnsam.co.uk/authors/maggie-durran

Fundraising for a Community Project by Simon Whaley (How to Books, 2007, ISBN: 978 184528174-8)

Fund Raising for Churches by Jane Grieve. Aimed at all churches, this book takes the most effective methods of fundraisers and shows how they can be used and adapted specifically for Christian churches. (1999, ISBN-13: 9780281050581). Only available on Amazon.



CHAPTER

11

IDENTIFYING THE RIGHT
EXTERNAL FUNDERS

TEAM PRAYER

Generous and loving God, you call us to be disciples of your Son Jesus and good stewards of all your many gifts. Open our minds and hearts to a greater awareness and deeper appreciation of your countless blessings. Transform us through the power of your Spirit to nurture a Stewardship way of life marked by faith-filled prayer, service to our neighbour and generous sharing. We pray through Jesus Christ, our Lord. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



It is a good policy to apply to as many funding organisations as possible and within as short a time-scale as possible. One grant can then act as ‘match-funding for the others’. If you wait for each one it could take a long time to build up all the funding you need. Most funders will want you (or another grant giver) to contribute something to the pot so having other funds in the bank is always a good idea.

Remember you don't just have to apply to church or faith-based funding organisations. If you are fundraising to repair a heritage building or community-based project, you should be looking wider.

Make a list of potential external funders to approach aka ‘Suspects’

Make good use of **Funding Directories** – see at the end of this Chapter. There are lots of lists out there specifically tailored to churches, as well as more general search tools where you enter unique information about your church, project and location and it will generate a specially tailored list. Work your way through these lists identifying your **‘suspects’**. These are funders who might be worth approaching, but you need to research further before determining whether these ‘Suspects’ will become ‘Prospects’.

Ask your diocese/or equivalent funding adviser if they have any knowledge on the success rate for a particular funder and also size of grant normally offered.

Researching your Suspects and Identifying your Prospects

It is a good idea to undertake detailed research in advance so you can identify all potential external funding sources. Most funders have websites, which provide all the information you will need including Guidance Notes for Applicants, Case Studies and their Charitable Accounts. It's a good idea to look through a funders accounts, as they will list every organisation they have funded that year, the type of project and amount of grant awarded, which can be a good guide as to whether they regularly support churches. You can also see how much they give away annually. This information is vital in determining what your individual church approach will be.

Once you have completed your research, you should be able to tell whether this funder is now a ‘Prospect’ i.e. a funder you think is worth applying to.

For each Prospective Funder record what element of your project they might be willing to fund, their contact details, application deadlines, the likely size of their grant and their time frame for responding. This will mean that when you are ready to make applications, you can apply in a logical order e.g. applying first to those who may offer the largest grants and taking into account those who have the longest decision-making processes.

The Fundraising Plan spreadsheet (Fig 6, see below) is a suggested way of recording key information on funders identified and also tracking progress and the results of your applications.

Taken from the Ambassadors' Training Notes supported and delivered by Historic England and the Diocese of Norwich.

Fig 6 Fundraising Plan spreadsheet

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
	Funder	Website	Funding priorities/points of note	Application rounds	Funding potential: published grant ranges	Target £ (Your planned request figure)	Application deadline	Target £ (your actual grant request figure)	Application made	Decision due	Grant awarded £	Approved purposes	Grant rejected	Date of decision
1														
2	Repairs only													
	National Churches Trust - Rep	http://www.nationalchurchestrust.org	Urgent structural repairs. Project cost must exceed £100k incl fees/VAT. Must have raised £50k and have at least £10k still to raise.	3 per year - takes 4-5mths	£5k to £40k									
3	ChurchCare/Wolfson Foundation	http://www.churchcare.co.uk/churches/funding-and-grants/our-grants/fabric-repairs	G1/II* only. Urgent repairs cat. A or B. Prof fees excluded. 50% of funding in place when apply. Complete in 12 months.	Spring for June decision. Autumn for Dec decision.	£5k to £10k								note reason	
4	Geoffrey Watling Charity		Norfolk charity. Does not specify repairs or improvements, but regular supporter of church repair projects.	No deadlines. Takes decisions quarterly	Up to £30k									
5	The Norfolk Churches Trust	http://www.geoffreywatling.org.uk/ http://norfolkchurchestrust.org.uk/	Grants limited to around 10% of costs, but is willing to put funds in at early stage of funding. Valuable to help lever other contributions.	Deadlines & decisions 3 times per year - one month minimum	£1k to £10k									
6														
7	Improvements/facilities													
	Veolia Environmental Trust	http://www.veoliatrust.org/	Community spaces within churches. Max. Project cost £250k incl fees/VAT. 10% contribution required for grants over £40k. Pref. community consultation, use of volunteers, deprived areas. Must be able to complete in 12 mths	Two stage process - S2 decisions twice per year. C. 6 mths	£5k to £50k									
8	Allchurches Trust	http://www.allchurches.co.uk/index.aspx	Does not exclude repairs but pref projects that "benefit mission and help local communities esp. deprived. Likes vision, enthusiastic support, financial stability.	None. Takes 3-6 months to decide	Up to £5k									
9	National Churches Trust - Community Grants	http://www.nationalchurchestrust.org	Improvements to benefit community. Min. project cost £25k incl fees/VAT. Must have raised 50% and still need at least £10k.	3 per year - takes 4-5mths	£5k to £25k									
10														



FUNDING CRITERIA

All funders have funding criteria. So, and yes it is obvious, but worth stating, the starting point for targeting the right funders is to ensure that their criteria matches what you are trying to achieve. Don't waste time applying to funders who are not interested in financially supporting your type of project! Grant funders have their own priorities (and usually too many applications) based on their own aims and objectives.

Read the guidelines. Check out their aims and objectives and see whether they overlap with yours. Many charities/trusts will state general charitable purposes; others may be more specific i.e. concerned with heritage, conservation or by specifying the target groups they want to support e.g. homeless, older people, young people.

The more similarities, the better. Then scrutinise the rest of the criteria. Can you meet all of their demands? It is usually possible to telephone funders to chat through your ideas. This may save a lot of time in the future.

COMMON CRITERIA CLAUSES TO CONSIDER

Some criteria are common to a wide range of funders, which could impact upon who and how many funders you approach.

- 100% funding is rare. Most funders like a project applicant to put in some of their own money. They may offer you 90% of the money you need, but stipulate that 10% needs to come from your own resources which can include local fundraising. You can also include – in-kind support which is covered in Chapter 8.
- Some grant bodies are only willing to fund a small proportion of the total cost of your project – anything between 10% and 75%. They may insist that another funder also supports your project, otherwise known as match-funding. A grant of 20% from your local authority may make you eligible for a grant from another funding source, for example. Some grant funders do this because it means their money goes further and they can help more projects, although it does mean that there's more work for the project, because it has to find the shortfall.
- Some funders may only contribute to specific elements of your project. A funder may be willing to give you a grant towards the cost of installing solar panels and a grey-water recycling system, but won't be interested in helping you install a kitchen or computer equipment.

Read as much information about the funder as you can, especially with regards to how they operate. There are funders, for example, who release their grant money in stages. Some funders will only release a grant payment upon receipt of a paid invoice. This means that you'll need to monitor your expenditure and manage grant payments carefully to ensure you'll have sufficient cash to pay invoices as they arrive. (See Chapter 13).

This is why already having some funding in your own reserves can be useful. In **some circumstances**, your denomination may be able to offer a **bridging loan**, but they will usually only consider this if you have a firm offer of a grant, in writing, from a funder.

Some churches have used interest-free loans from their church members to cover such gaps. If you are taking out a loan/s, you must show how you will be paying it back.

Funders have to manage their funds strictly and ensure they don't put their money at risk. This is especially true of public money such as that from the National Lottery. Private trust funds may have a large sum of money invested and it is the interest generated each year that is offered as grants. They may receive their 'interest' payments quarterly, so they need to stagger when they actually release their grant payments. Remember, you are being offered someone else's money, so you have to adhere to the conditions that they lay down. The simple choice is, if you don't like the criteria then don't apply.



CASE STUDY

ST DEINST, LLANGARRON, DIOCESE OF HEREFORDSHIRE, COFE

www.llangarron.info

Population: 1,053 (2011 Census)

Consultation with residents confirmed the need for and a high level of interest in the provision of a new centrally located community venue in Llangarron.

It has also indicated majority support for the underutilised Victorian north aisle in this Grade 1 medieval church to be developed for community purposes. The North Aisle Project was to develop the north aisle into a self-contained community facility to be used by the residents of Llangarron and the adjacent parishes for a range of community activities and services while retaining the option of recombining the north aisle and nave for larger concerts and services. Llangarron already has a Village Hall which dates back to the 1920s. This is situated on the outskirts of the village. Although upgraded over the years, it was only suitable for a limited range of activities and it was thought that it would only remain for another 5-10 years.

The project was awarded a development grant early in 2012 and in December 2012, it was awarded a BIG Lottery grant to finance the project. Work started in Spring 2013. This project is being managed by the Llangarron Community Association (LCA) Management Team. The joint working between church and village is illustrated by

Llangarron Life, a community website which offers a comprehensive insight into all of community life in the Parish of Llangarron including the church and this project. Since completion the village has had a fabulous center with the latest audio visual, broadband and heating technology. The venue is extremely versatile with a large airy main hall and a more intimate mezzanine area for smaller meetings, gatherings or displays.

Toilets provide full disabled access and support and are fitted with baby-changing facilities. A hearing loop is also available. Underfloor heating, excellent levels of insulation and acoustic measures ensure visitors are warm and comfortable.

Although primarily run as an independent venue by the Community Association, the Garron Centre has internal bi-fold doors opening into the adjacent St Deinst church, which enables it to be used for concerts, weddings, christenings and funerals.

GUIDANCE NOTES

Look for any help a funder offers. Many have guidance notes that explain how their processes work and what kind of and how much information they will expect to see from you. If there's anything you don't understand, ring and talk to the funder. Grant funding is a two way process. The funder may be giving you the money, but you have to deliver a project. Funders are keen for you to understand exactly what your responsibilities are.

A warning: when discussing your project with funders, don't be tempted to change it drastically, just because a funder offers you more money to do so. Remember, your community has identified the solution it wants your project to supply and if you start changing your project in order to be awarded more grant money, you increase the possibility of changing the project so much that it doesn't actually meet your community's need. Be strong. A funder may offer you several thousand pounds to install a water feature, but do you actually need one?

KEEP GOOD RECORDS

It is very likely that you are going to have to obtain grants from more than one funder so ensure you keep track of who you applied to and when and their time frame for responding. Some funders now receive so many applications that they make it clear if you haven't heard from them within 3 months, then it is a NO. Keep a record of any phone calls made or emails sent or received and any additional information sent.

Keep a record of any replies received and if it is a rejection, keep a record of the reason given. And of course, keep a record of any grants offered including the amounts, any timescales, and specific conditions. Some will insist that the money is spent on a particular part of the project and within a specific period of time. (Use the Fundraising Plan Spreadsheet on page 201)

VAT (VALUE ADDED TAX)

Since, April 2001, the **Listed Places of Worship Grant Scheme** has offered grants towards the VAT incurred in making repairs to listed buildings mainly used for public worship.

From 1st October 2012, the Scheme was extended and will now offer grants towards the VAT incurred in making repairs **and** approved alterations to listed buildings mainly used for public worship. VAT on professional fees directly connected with your project may also be reclaimed through the Scheme which is currently funded up until 2020.

You need to check which parts of the project are eligible and arrange your budget accordingly. It can be a positive start to your fundraising campaign as you can calculate the amount you will be able to recover once the works have been completed. Many funders including the **National Lottery Heritage Fund Grant** will allow you to use this as part of your match-funding.

Make sure you recover your VAT regularly during the project especially if it is of any size or duration as it will help you with maintaining good cash flow. Invoices older than 12 months will not be accepted and currently VAT cannot be reclaimed on materials that were built into the building by volunteers or contractors who are not VAT registered.

For more information go to www.lpwscheme.org.uk

TOP TIPS



- Don't reinvent the wheel! There are plenty of funding lists out there, you just need to make use of them.
- Liaise with your Local Authority or Local Strategic Partnership about grants in your local area. Go to your local authority website and search for 'Community Grants'.
- Keep any letters of support you may receive from community groups who would like to use your project when it is completed. It helps demonstrate demand for your project. Include photographs and supporting quotes in the fundraising folder.
- If local businesses offer in-kind support, ask for it in writing so you can include copies with your project application.
- Ask other community groups whose projects are based within churches where they received their funding from.

CHAPTER 11 CHECKLIST 

Have you thoroughly researched all funders?

Have you completed the Fundraising Spreadsheet?

Have you read the funder's guidance notes? Do you understand them and what your responsibilities are?

Along with your own resources, have you applied for sufficient funding from various grant bodies to cover your project costs?

Do you have a good record keeping process established?

FURTHER RESOURCES

Guidance on Funding Sources

There are thousands of funding organisations and we can only scratch the surface here. Liaise with your local authority, local strategic partnership, voluntary action, council for voluntary services, or rural community council. Some can offer you free access to funding databases, while others produce directories of national and local sources of funding.

Most denominations will have a section on their websites providing information on funding sources. Some will also have funds of their own to offer their churches for building or mission initiatives. Most **Church of England** diocesan websites have a section on fundraising.

The **ChurchCare** website has a section on funding and funding sources. The Church of England runs grant programmes for its own parish churches, but it also lists potential funders for all denominations. www.churchofengland.org/more/church-resources/churchcare/our-conservation-grants

Grants are available from the **Methodist Church** to resource mission and ministry in the UK and overseas for its own churches.

www.methodist.org.uk/our-work/our-work-in-britain/grants

The Meeting House Funds provide financial assistance to **Quaker** meeting houses for:

- carrying out improvements to their meeting houses, including warden's accommodation;
- acquiring and developing new premises;
- supporting substantial repairs to historic meeting houses.

www.quaker.org.uk/our-organisation/support-for-meetings/property-advice-1

Funding Directories

There are a few places where you can search for funding based on relevant criteria:

The National Charitable Grants List for Churches is a Church of England nationally produced booklet from the Parish Resources Team. It has 6 funding categories relevant to your church, as well as useful websites and organisations to contact.

www.parishresources.org.uk/wp-content/uploads/Charitable-Grants-for-Churches-2017.pdf

The Heritage Funding Directory is managed by the Heritage Alliance and the Architectural Heritage Fund and is a free, easy-to-use guide to potential sources of support, financial and otherwise, for anyone seeking to undertake projects related to the heritage of the UK.

www.heritagefundingdirectoryuk.org

There is a registration fee for some of the following directories. Some of local authorities, voluntary sector support organisations or even Dioceses subscribe to this resource, so it's always worth checking to see if you can access it for free.

The **Christian Funders' Forum** is a group of executives of grant making trusts and foundations which between them grant more than £30 million a year to Christian work.

<http://christianfund.wpengine.com/the-christian-funders-forum>

The **Church Grants** website contains a searchable database of information about trusts and foundations that specifically fund church projects, both capital projects and social programmes.

www.churchgrants.co.uk

Funding Central is published by the National Council for Voluntary Organisations and provides up to date information on local and national sources of funding for charities and projects as well as funding training opportunities. They send out weekly news bulletins listing new funding programmes that match your criteria. You do have to subscribe, but it is free for any organization with an annual income of under £100,000.

www.fundingcentral.org.uk

The **Directory of Social Change** is probably the most comprehensive directory available and provides links to the main funding websites:

www.dsc.org.uk/funding-websites

Grants Online provides a comprehensive list of grant funding opportunities from the European Union, UK Government Agencies, the Lottery as well as Grant Making Trusts and Foundations. There is an option of a free 14 day trial before you have to subscribe.

www.grantsonline.org.uk

GRANTfinder offers a searchable database as well as guidance to a wide range of organisations in the UK's public, private and voluntary sectors.

www.idoxgrantfinder.co.uk

The Church in Wales subscribes to the GRANTfinder database with each diocese having their own log in website:

www.churchinwales.org.uk/resources/grants-funding-search-facility

Your **ACRE Network** member (formerly known as Rural Community Councils) will also have access to a database of local grant giving bodies.

www.acre.org.uk/in-your-area/network-members

Major Funders for places of worship

In January 2019, the Heritage Lottery Fund was relaunched as the **National Lottery Heritage Fund**. There is now a single open programme broken down into three streams: £3,000 to £10,000; £10,000 to £250,000 and applications over £250,000. Applications over £5m will be considered once in 2020 and another round in 2021. Decisions for grants up to £250,000 will be made locally. Those over £250,000 will go to one of three regional panels in England (Scotland, Wales and Northern Ireland will also have grants panels).

www.heritagefund.org.uk/hub/application-guidance

They have identified 13 priority areas and these will be subject to change.

There is a helpful initial enquiry stage for grants of £10,000 - £250,000 and an Expression of Interest form for grants over £250,000. The purpose of this is to guide applicants at an early stage over the suitability of their proposal for Heritage Fund funding and to provide guidance if a proposal could be fundable if it was changed in some way. NLHF can fund a wide range of projects which might include major repairs, the introduction of new facilities to encourage greater community use; activities to bring more people into the building; opportunities for revenue generation; and capacity building within the congregation and strengthening the resilience of the organisation.

The NLHF continues to assess projects against a set of Outcomes which are a way of describing the 'lasting difference your project will make' ie: change, impact or benefit your heritage, people and community. These will be looked at in proportion to level of funding requested.

All projects will be expected to achieve one or more of nine outcomes:

- **A wider range of people will be involved in heritage (mandatory outcome)**
- Heritage will be in better condition
- Heritage will be identified and better explained
- People will have developed skills
- People will have learnt about heritage, leading to change in ideas and actions
- People will have greater wellbeing
- The funded organisation will be more resilient
- The local area will be a better place to live, work or visit
- The local economy will be boosted

www.heritagefund.org.uk/publications/outcomes-detail

There is going to be a greater emphasis on landscape and nature heritage. They are also keen to help organisations build their capacity and resilience.

There is plenty of guidance on their website about all aspects of making an application.

www.heritagefund.org.uk/hub/good-practice-guidance

It is always worth getting in touch with your Regional Development Team and having a chat with them. When developing community engagement, it is worth seeing them as ways that you can improve the sustainability of your church building and benefit your community ie: make them work for your particular situation and help you implement measures that will offer long-term benefits.

The **National Churches Trust** offers a range of grant programmes that include support for repairs and new facilities as well as project development grants and maintenance grants.

www.nationalchurchestrust.org/our-grants

The County Churches Trusts are voluntary organisations that raise money for the restoration and maintenance of historic churches and chapels. They offer grants to all places of worship within their County. They also provide information on other local funding sources.

www.nationalchurchestrust.org/building-advice/support-organisations-advice-support-funding

Allchurches Trust gives grants to churches, schools and other charities working at the heart of local community life so that they can directly help those most in need. Their grants can help repair the building's fabric, restore and facilitate wider community use of churches and cathedrals of all denominations and fund projects run by churches and charities addressing poverty, isolation, homelessness, youth unemployment and prisoner rehabilitation.

www.allchurches.co.uk

The Architectural Heritage Fund gives grants and loans

www.ahfund.org.uk

The Pilgrim Trust's priorities are helping to conserve architecturally and historically important buildings and Social Welfare, specifically around improving the life chances of vulnerable women and girls. If you are seeking a grant for a place of worship please note that the Trust makes annual block grants to the Church Buildings Council, the National Churches Trust and the Scottish Churches Architectural Heritage Trust.

www.thepilgrimtrust.org.uk

The **National Lottery Community Fund** (formerly the Big Lottery) offers several funding programmes that cover activities taking place within your building as well as other programmes that support improvements to existing community buildings. This can include churches which are being used for community use. These programmes are usually open for a specific period of time.

www.tnlcommunityfund.org.uk

Landfill Communities Fund (LCF)

Landfill Operators (LOs) based in England, Northern Ireland and Wales pay Landfill Tax to HM Revenue & Customs on every tonne of waste that they dispose of in a landfill site.

Under the LCF, LOs based in England, Northern Ireland and Wales are able to voluntarily contribute a proportion of their Landfill tax liability to not-for-profit organisations that manage grant programmes.

Only projects close to an active landfill site – usually between three and ten miles - are eligible for funding. The funding bodies usually provide a postcode checker on their website. Most will support improvements that benefit the wider community rather than fabric repairs, so check specific eligibility requirements. They will generally expect to see good community consultation and support, good public access and environment sustainability measures. They also usually require a Contributing Third Party payment of 10% of the value of the grant.

The regulator of the scheme ENTRUST has a website that explains how the Fund works and also gives a full list of organisations that provide funding across the UK.

www.entrust.org.uk/landfill-community-fund

For Scotland, you need to approach the **Scottish Landfill Communities Fund**

www.sepa.org.uk/environment/waste/scottish-landfill-communities-fund

and for Wales, the Scheme is managed by the **Landfill Disposals Tax Communities Scheme**

www.wcva.org.uk/funding/landfill-disposals-tax-communities-scheme

The **Garfield Weston Foundation** has awarded many grants for reordering to churches around the country in order to give greater flexibility of use, including assistance with disabled access and creating kitchen and toilet facilities. www.garfieldweston.org

The **Headley Trust**, part of the Sainsbury Family Charitable Trusts, will fund the fabric repairs to cathedrals, large churches of exceptional architectural merit and listed medieval parish churches in sparsely populated and less prosperous rural areas in England and Wales. They will also fund the provision of toilet facilities and disabled access within these churches. www.sfct.org.uk/Headley.html



Other funding sources for community projects

The **Trusthouse Charitable Foundation** gives grants to small, well-established organisations in the UK that address local issues in areas of extreme urban deprivation, or in remote and fragile rural communities.

www.trusthousecharitablefoundation.org.uk

The **Dulverton Trust** provides money to UK registered charities and to organisations with charitable status. It supports a wide range of activities in the following categories: youth opportunities, general welfare; conservation and preservation.

www.dulverton.org

The **Esmee Fairbairn Foundation** will support work that focuses on the Arts, Children and Young People, the Environment, Food and Social Change.

www.esmeefairbairn.org.uk

UK Community Foundations is a network of 46 such organisations covering all of Scotland, Wales, Northern Ireland and most of England. Each raises money from donors in their area, and invites local charities or community groups to apply for small grants towards various projects.

www.ukcommunityfoundations.org/our-network

Awards for All offers grants between £300 and £10,000 for projects across the UK that improve communities. They can fund equipment, one-off events, small capital projects, staff costs, training costs, transport, utilities/running costs and volunteer expenses.

www.tnlcommunityfund.org.uk/funding/under10k

Increasingly the major **supermarket chains** have charity schemes in operation in many of their local stores. They tend to involve customers voting for their favourite project and so are quite competitive. You will need a good project that has broad general appeal to be in with a chance of getting this funding! Further details on how to apply can be found on each company's website.



CHAPTER

12

COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)

TEAM PRAYER

O Lord, giver of life and source of freedom, I know that all I have received is from your hand. You call us to be stewards of Your abundance, the caretakers of all you have entrusted to us. Help us to always use Your gifts wisely and teach us to share them generously. May our faithful stewardship bear witness to the love of Jesus Christ in our lives. Amen.

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

When you approach a funder you need to **explain clearly** what it is your project will achieve and how you will achieve it. You need to have all your facts and figures ready before you start making applications. **Funders will be able to see if you haven't done sufficient homework.**

Prepare each funding application on an individual basis, taking into account each funder's preferences and priorities. Not many funders will respond to a round-robin letter or general appeal.

Most funders will provide guidance on how to complete their application forms and describe what they are looking for, so make sure you read it. Answer questions fully and address all the criteria.

Larger funders may use an online application process and require you to submit documents electronically.

FIND YOUR BID WRITER

It's really important to find the right person/s to fill in the application form. Not only should this person/s have a passion for the project, they should also have a local understanding so that a 'local voice' can be heard throughout the application. It can sometimes be appropriate for multiple people to write sections of the application, and then have one person to collate the information to ensure continuity in style and language. Always have a group on hand to check the spelling, grammar, details and financials. The more people who can sense check the application, the better it will be!

Finally and most importantly, they should be used to filling in long and complex forms!

Public money in the form of grants is becoming increasingly difficult to obtain. It is vital to be able to demonstrate your need for funding. Whether the funding is for a repairs project, or improving or installing new facilities, you must be able to justify your proposals and show how you are going to benefit the wider community. And you need to show that you are going to be fulfilling a real need and that you have done your research.

Sell yourself and highlight the value of your project. You must prove that you have the capacity and the capability to complete the project. Use specific examples to provide evidence for your claims. Provide facts, figures and specific details on who will benefit. Do not assume that funders are familiar with your church or are aware of your need.

You will need to provide evidence that:

- you have undertaken some form of community audit; and/or
- the need came out of the development of a local plan;
- you have local support and can supply letters of support especially from partners.

Your application must make clear:

- that you have a clear mission statement. Funders will want to understand what your project hopes to achieve and who will benefit. Explain the 'before' picture of your project transformation. What change are you going to bring about? What difference will their money make to your community?
- how you are going to achieve your aims? You will need to explain why you have chosen this option;
- that you have a fully worked out business plan;
- that you have assessed the risks and taken steps to minimise them;
- how you will measure achievement/success;
- what will be in place to ensure future sustainability.

Always be clear about what you are asking money for. You can set up separate funds so that people can donate for a specific cause e.g. the roof or the organ. Or you may want to ensure you have flexibility on what funds can be spent on e.g. set up a Fabric Fund or Community Project.

If you have written a full business plan (see Chapter 8) then you will already have all of this information in place.



A shorthand guide to the language often used by Funders:

Need – the problems you are seeking to solve through the grant-funded project, back this up with evidence e.g. research, publications, consultations, factual information and letters of support.

Outputs – units, items, activities that are created as a result of the grant e.g. a guidebook, an exhibition running for 3 months, 12 open church Saturdays offering tours and trips up the tower, opening a community café. These are things that can be counted or simply described as something that has been produced.

Outcomes – changes that result from the project (and therefore the grant). Funders sometimes refer to the *difference* a project will make. Words such as *more, less, better, improved* can be useful in describing outcomes. A church project is likely to involve both physical changes (e.g. heritage better managed) and changes for people (e.g. they will have more understanding of the history of the church). All funders want to see positive change for people, so it is important to focus on this in describing the project's impact.

Monitoring and evaluation – checking that the project is achieving what it set out to do and then taking an overview of the results at the end. This should be both quantitative (e.g. counting the numbers of participants) and qualitative (assessing what has changed and how e.g. through feedback from people).

A funding application should link these together, showing how the needs will be met by the project and produce the identified outcome, and how it will be known that these have been achieved.

Here is an example:

- o **Need:** consultation showed that elderly people in the parish feel isolated (23% of population over 65, national average 16%). There are no community facilities where people can meet.
- o **Project:** install a fully accessible toilet and kitchenette in the vestry, plus an informal seating area in the south aisle, plus programming of community activities.
- o **Outputs:** Weekly coffee morning, monthly dementia café, 8-week talk programme designed for over 60s.
- o **Outcome:** older people will feel less isolated and better supported. They will be more active and have improved social networks and well-being.
- o **Evaluation methods:** numbers attending recorded, feedback forms for talks, interviews with a sample of attendees and carers.

(Taken from the Ambassadors' Training Notes supported and delivered by Historic England and the Diocese of Norwich).

FORM FILLING

Most funders will require an application form to be completed and nowadays, this is likely to be an online form. Most online forms are set up so you have to register. This allows you to start completing the form and then save it and return to it on another occasion.

Overall, funders are looking for the same information, they may just phrase their questions slightly differently. A basic application form asks for the following information:

1. Who You Are, Where Are You and What Do You Do?
2. Need?
3. People?
4. Project Details?
5. Budget?
6. What is your Fundraising Strategy?
7. On-going Benefit?

One very useful tip is to create a word document of all the questions on an application form and where appropriate word/character limits and then work on drafting your answers 'off line'. You will then be able to see the logical flow of the questions which will help you to ensure that the most relevant information is given in answer to a specific question and will lessen the amount of repetition. Some funders are aware of this and provide a downloadable set of questions separate from the application form. Keep the answers as they may provide the basis for filling in other application forms.

Read the questions carefully. This may be your only opportunity to explain your project. Give the answers to the questions the application form asks, not what you think you need to say! Remember:

- Funders have their own criteria – so explain how your project helps them to achieve their own aims and objectives.
- Think about what 'they' want to fund, not what 'you' need them to fund. Approach the application from their perspective.
- Clearly state what difference their funding will make to this project.
- Make sure your budget adds up! If your budget doesn't add up, the funders will wonder if your project will. Check and recheck the numbers before submission.
- Explain how much you have already raised, from your own efforts and from other funders. This will demonstrate that your community and at least one other funder have confidence in your project and your group to deliver the project.
- Set out how much you are asking for from other funders and how much you are asking for from them.
- Answer every question. Leaving any blanks delays the application process, further delaying when you can start your project. Never use the 'see above answer' in response to any questions. Funders don't want to have to trawl back through an application form to find the answer to a question – they want you to answer the question they have asked.
- Include quantitative and qualitative data – use your data to paint a picture.

- Be precise and succinct. Many application forms set a word limit for answers so you need to be able to summarise without losing clarity and important facts. However, bear in mind that if you have a word limit of say, 300 words, but only write 25, that is not going to provide the correct level of detail the funder is looking for.
- Assume funders know nothing about your project. When you come to complete application forms, you will know your project inside out, but the funders won't.
- Clearly answer the questions. Be readable and answer in a professional manner.
- Be aware of what supporting documents and obligations are required by each grant-giver you plan to approach.

Some funders don't have application forms and ask for a letter. Ensure you provide all the same information, possibly in an attached document. You can always present it under the same headings.

OFFERING OUTPUTS

Every funder who offers you money wants something in return – outputs. What they mean by this is a **result** that can be quantified in some way. For example, if you were to create a community meeting space in your local church, this may allow six community groups to meet in the church every week. So, the result of their grant money is that six community groups have been helped.

Because some funders have clear aims and objectives, they may even list the sort of outputs, or results, that they are looking for. Scrutinise this list and include everything that your project will achieve. And if you can think of other results that aren't on their list, include them too. The funder may still wish to consider them.

EVIDENCE

You may be asked to supply evidence to support your application. This is not the funder trying to catch you out, merely double-checking that the information you provide is accurate.

Provide baseline data to demonstrate need and measure future success. The results of surveys, visitor numbers and professional reports are all useful evidence. Ensure your accounts and cash-flow records are up-to-date. Reports such as your Statement of Need or conservation plans are also useful at this stage.

If you tell a funder that you have an Equal Opportunities policy, then you may be asked to supply it. If you've stated that your project will cost £20,000, some quotes will prove that your figures are robust. Photographic evidence can help too. If the walls are crumbling, provide a photograph to illustrate this.

CASE STUDY

ASHBURTON QUAKERS, DEVON AREA MEETING

www.swquakers.org.uk/meetings/devon/ashburton

Population: 4,170 (2011 Census)

It took far longer than expected for a group of Friends in Ashburton, originally part of the Quakers' Totnes Meeting, to spot a suitable dilapidated building in their town, purchase it and renovate it, but during the prolonged process they forged their own new Meeting.

In 2009, following a bequest from a Newton Abbot Friend, Rachel (Jill) Crossman, an old hall in the centre of town, which had been a Plymouth Brethren Chapel 150 years earlier and was most recently used as a wood store for the local ironmongers, was purchased. The project took time for many reasons not least because of the extent of work that had to be done to the building. The electrics had to be overhauled, water and connection to the mains drainage, a gas supply connected followed by significant structural repairs.

A Steering Group of Friends from Ashburton and Totnes ran the project from 2010 to 2013 overcoming further problems that included an asymmetric roof and an unsafe part-cob wall.

It opened in September 2013 as a venue for the wider community. The timing couldn't have been better as since its opening, three buildings in Ashburton that were available for public hire – the Methodist Church, St John's Ambulance Hall and a private rented space – had all been lost to the community. The Meeting venue has seen an increase in hirings and a cleaner is being employed for two hours a week.

It's an easily accessible building with the first floor Meeting Room, which has tea and coffee making facilities, reachable by stairs and a lift. Used by yoga and meditation groups, it can also accommodate meetings of between 30-to- 40 people. Downstairs there is a lobby, two toilets (one fully accessible) and the Jill Crossman room which has a fully equipped kitchen with some seating and tables. Some larger groups hire the entire building for their events.

The project took longer than expected, that meant that the fledgling meeting formed and members bonded while overcoming obstacles. On 1 January 2015, Ashburton became an independent Local Meeting within Devon Area Meeting – with a regular attendance of between 10 – 12 adults on Sundays and a children's meeting once a month.

OFFERING OUTCOMES

Some funders are more interested in **outcomes** than outputs. Whereas outputs can be measured fairly easily, (1 new community space created, 5 local community groups supported, 1 crèche facility created), outcomes are more difficult to measure. They look at the wider picture. For example, installing a kitchen facility may enable ‘home cooking’ lessons to be taught to the local community, using local home-grown produce. The **outcome** of this is that more people may consume a healthier diet and adopt a healthier lifestyle. Similarly, establishing a youth project, giving young people somewhere to go and something to do may stop them from hanging about in groups. An outcome of this could be that other people in the community feel safer and less intimidated when they go out.

Outcomes are closely linked with a funder’s aims, so look for ways in which your project may achieve some of the outcomes that funders are looking for.

What sort of information may a funder require you to collect?

You will need to think about how you will show that you have achieved the outcomes and some funders will want to see this. Your project should result in more people using the church building than before. So, is there a system for collecting existing user numbers? (Don’t worry if worshippers are the only people who use the church now – this means that nobody else does, so you’ll only need to keep records of the number of **new** users of your refurbished building.) Some churches have a visitor book for tourists to sign. This is an excellent source of tourist visitor data, although not every tourist signs it, so real visitor numbers are often much higher. Having this baseline data will allow you to create ‘before’ and ‘after’ pictures, when it is time to measure the success of your project. So think about what information you’ll need to collect and how you will obtain it.

How will you collect the number of new users of your project facility in the future?

You could consider using electronic automated visitor counters which can be purchased relatively inexpensively. These can be included against “evaluation costs” by some funders on the basis that they will give an accurate total of visitors; more sophisticated versions will allow you to interrogate the data so you can find out which are the busiest and quietest days and times. This method of counting visitors does not give you any qualitative feedback (e.g. whether visitors enjoyed their visit or not) so you should use it in conjunction with questionnaire forms or a visitor book.

FACE TO FACE

Funders collect most of their information via application forms; however some may also want to meet with you. This could involve you travelling to their offices and giving a short presentation, or they may come out and visit you. Coming to visit your church building can help them understand what it is you are trying to achieve. Don't let this worry you. It's an opportunity for them to ask you questions about anything they don't understand. Sometimes a paper application can't convey everything about a project. If you are asked to meet the funder, either for a chat, or to meet an 'appraisal panel', consider following these steps:

- the whole Group doesn't need to go, but nor should it be left to one person. Get members who are used to giving presentations to go with you;
- it might be appropriate to bring along some future users to say why they are supporting the project;
- a presentation doesn't have to be a slick, computer generated audio-visual show. Talk to the funders. Ask them what you need to do. It may be a simple question and answer session;
- review your application before you go and take any documentation you think you may need;
- remember, it's an opportunity for you to ask them questions too.



TOP TIPS



- Be as clear and as succinct as possible, while still providing enough information to explain your project. The appraising officer at the grant organisation may have a pile of applications to work through. Make your application clear and simple to read.
- Think evidence. If you say something, what evidence do you have to back it up? You don't need to submit everything with your application (see point above), but having the information to hand in case a funder asks for it saves time and demonstrates professionalism.
- Get someone who isn't involved in your project to read your application – they can give you some objective feedback
- If you don't understand a question the funder is asking, then ring them for clarification. (Check the FAQs on the website first though!)
- Check to see if there is an application deadline. Some funders deal with applications on a quarterly basis.
- You're selling your project, not begging for money. Be proud of what you will achieve with their help.

CHAPTER 12 CHECKLIST 

Have you identified your bid writer and set up a supporting fundraising team?

Have you answered ALL of the questions on the application form?

Have you given the funder ALL the information they require? (Remember, funders know little, if anything, about your local community.)

Do you have evidence to back up all of your claims, figures and costings?

Have you identified all the appropriate outputs and outcomes your project will achieve?

If meeting funders face to face, have you prepared yourselves by reviewing your project, application form and background information?

FURTHER RESOURCES 

The **National Lottery Heritage Fund** publishes useful guidance on preparing high-quality applications at www.heritagefund.org.uk/hub/application-guidance

CHAPTER

13

MANAGING PROJECT CASH FLOW

TEAM PRAYER

Generous God, we thank you for Your abundant blessing and all that you have entrusted us with. By your Spirit we pray for gifts of wisdom and foresight when making these important financial decisions in our Church. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



Once you have successfully managed to obtain sufficient funding for your building project for it to become a reality, one of the biggest problems you may find will be managing the cash flow while the works are in progress. Cash flow refers to how money flows in and out of the project, and how much money you have in hand at any one time. Few funders pay the whole grant amount up front, which means that sometimes, without careful planning, you will suffer cash flow problems.

One of the most important things to consider is organising your cash flow so that you can pay any contractor in a timely manner when they submit an invoice. They may have a workforce who need to be paid or materials that need to be paid for. Organise your cash flow so that the contractor is not put in a difficult position. They deserve to be paid in a prompt and timely manner.

Firstly though, you need to be aware of the different types of funding a project may require, that funders may or may not offer. You will be receiving some money for the development and building stage and other money for the longer-term running of the project.

Having your own reserves is important. Many funders will expect your community group to make a small financial contribution to the project anyway – perhaps 10%. However, this reserve may also prove useful for your cash flow too as it may help you have money in hand when you need it. As was mentioned in Chapter 11, the Listed Places of Worship Grant Scheme can also be useful here too.

BUILDING PROJECT CASH FLOW

Having more than one funder may feel more complicated than it needs to be, however, if they have different payment schedules, this can be a benefit. Funder A may release 50% of their grant money at the start of the project, while Funder B will only release grant money against paid expenditure. This means that you can use the first grant payment from Funder A to pay the first invoices you receive. These then become ‘paid’ invoices, which enables you to claim a grant payment against them from Funder B. This money then enables you to pay more invoices, and so on.



CASE STUDY

ST MARY MAGDALENE, ALSAGER, DIOCESE OF CHESTER, COFE

www.stmarysalsager.org

Population: 11,775 (2011 Census)

The small market town of Alsager in Cheshire is close to Stoke-On-Trent. Its Grade II church had no toilet or kitchen facilities, and needed to use its east-end vestries for children's work. The village also had no other real capacity for community events.

Completed in 2011, a major reordering of the church helped consolidate the parish's relationship with the local community and raise its profile.

The church was re-ordered internally – comfortable chairs replaced the pews and kitchen, toilet and office facilities were added along with AV equipment and a nave altar. A new complex at the west end (the West Room) consists of a meeting room/ choir vestry, kitchen, three toilets (including disabled) and an upstairs office and storage. Capacity was also built in to create a first floor room over the new meeting room if this is required in the future.

The acoustics are excellent and there is a good sound reinforcement system. The building comfortably holds 350-400 seated. Both the church itself and the West (10-15 people) and McDonald (over 20 people) rooms are now used not only for services and quiet prayer but also for meetings, classes, concerts, exhibitions and fund-raising events - by schools, charitable organisations.

Alsager Music and Arts and other non-profit organisations use the venue and letting is administered by Open Door, the church's enrichment project. There are no charges for use by charities or for charitable fund-raising. St Mary's is a Fairtrade Church and on most Sundays there is also a small Fairtrade stall in church.

CASH FLOW FORECASTS – CAPITAL AND REVENUE

Cash flow forecasting is the estimation of income and expenditure of your project over a given period (including timings and amounts). It is a tool to plan the project's expected **budget** over the length of the project.

Capital Cash Flow

You must work with your architect to ensure, that while it can never be 100% accurate, it does provide an indication of where financial problems may occur and gives you time to plan and manage any financial risks.

Forecasting is based on past performance and on 'best guess' information regarding figures and the knowledge of your professional adviser, your architect. As time goes by, forecasts should be checked against actual performance to make sure no significant variance has occurred.

Project Delivery Phase Cash Flow

	St. Anychurch Project ref. 2407.01 Oct-17								VAT Rate	20%
	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	Jun-18	Jun-19	COSTS	
Construction Costs										
Architects Fees	£500.00	£1,600.00	£1,600.00	£1,600.00	£1,600.00	£1,600.00	£1,600.00	£0.00	£518.00	£10,618.00
CDM Principal Designer Fees	£0.00	£100.00	£100.00	£100.00	£100.00	£100.00	£0.00	£500.00	£0.00	£1,000.00
Quantity Surveyors Fees	£0.00	£300.00	£300.00	£300.00	£300.00	£300.00	£0.00	£1,000.00	£0.00	£2,500.00
Professional Fees Sub Total	£500.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£1,600.00	£1,500.00	£518.00	£14,118.00
VAT @20% (Fees)	£100.00	£400.00	£400.00	£400.00	£400.00	£400.00	£320.00	£300.00	£103.60	£2,823.60
Stage 2 Contract Works										
Splitth Building Conservation	£0.00	£25,798.63	£48,527.77	£47,670.13	£41,135.54	£15,235.65	£25,798.64	£5,398.58	£5,398.58	£215,843.54
Contingency Expenditure*	£0.00	£4,166.66	£4,166.66	£4,166.66	£4,166.66	£4,166.66	£4,166.70	£5,398.58	£5,398.58	£25,000.00
Total contract sum + Contingency	£0.00	£29,965.29	£53,694.43	£51,836.79	£45,302.20	£19,402.31	£29,965.34	£5,398.58	£0.00	£240,843.54
VAT @20% (Contract + Contingency)	£0.00	£5,991.06	£10,738.89	£10,367.36	£9,060.44	£3,880.46	£5,991.07	£1,079.72	£1,079.72	£48,188.71
Construction monthly expenditure	£800.00	£38,348.35	£66,833.32	£64,604.15	£56,762.64	£25,982.77	£37,866.41	£8,278.31	£7,099.91	£308,073.85
Activity Costs										
Activity Costs	£1,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,000.00	£0.00	£0.00	£2,000.00
Equipment and Materials (activity)	£1,500.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£1,500.00
Professional Fees relating activity	£720.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£720.00
Other Costs										
Inflation ¹	£7,180.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£7,180.00
Volunteer Time	£250.00	£0.00	£0.00	£0.00	£0.00	£250.00	£0.00	£0.00	£0.00	£500.00
Total Activity and other costs	£10,850.00	£0.00	£0.00	£0.00	£0.00	£250.00	£1,000.00	£0.00	£0.00	£11,900.00
VAT Activity and other costs	£2,130.00	£0.00	£0.00	£0.00	£0.00	£50.00	£200.00	£0.00	£0.00	£2,380.00
Activity and other monthly expenditure	£12,780.00	£0.00	£0.00	£0.00	£0.00	£300.00	£1,200.00	£0.00	£0.00	£14,280.00
Total Monthly expenditure	£13,390.00	£38,348.35	£66,833.32	£64,604.15	£56,762.64	£25,982.77	£39,066.41	£8,278.31	£7,099.91	£320,353.85
Delivery Phase Income										
HLF Grant	£96,750.00				£77,400.00			£19,350.00		£193,500.00
LPaW (VAT)	£0.00	£2,870.80	£6,391.06	£11,138.89	£10,787.36	£9,460.44	£4,330.46	£6,511.07	£1,379.72	£51,469.87
Parish reserves	£0.00			£31,000.00	£10,000.00		£31,321.00		£0.00	£10,000.00
Other Fundraising										£62,321.00
Volunteer Time	£250.00									£500.00
Total Monthly Income	£97,000.00	£2,870.80	£6,391.06	£42,138.89	£98,167.36	£9,460.44	£35,651.46	£26,111.07	£1,379.72	£320,353.81
Running Monthly Balance	£97,000.00	£86,490.60	£54,535.31	£29,840.88	£63,404.09	£16,101.89	£25,770.58	£12,815.24	£5,916.65	£0.06

Notes:
* included within tendering sum. Excluded within cashflow

** Included outwith tender sum in the event that commencement cannot be until spring 2018 due to bat hibernation constraints



Fig 7 Cash Flow Template spreadsheet for a building project

Revenue (Future) Cash Flow

Community use of a church building will incur various expenses including utilities, insurance costs, and ongoing maintenance.

As part of your business planning you will have identified these (Chapter 8). Plan to review these costs on a regular basis so you can assess whether you need to make changes to any sources of income the project generates. Rental fees should keep in line with inflation and will have to go up along with all your other costs will. You should have already considered this as part of the **business planning stage** and when looking at the **project's economic sustainability**.

The below table is an example of a cash flow forecast for a community group with a small pot of funding.

Expenditure	Jan (£)	Feb (£)	Mar (£)	Apr (£)	May (£)	Jun (£)	Total (£)
Rent	200	200	200	200	200	200	
Phone	50			50			
Gas/Electric		30			30		
Insurance			200				
Total	250	230	400	250	230	200	1560
Income							
Subs	40	40	40	40	40	40	
Grant						5000	
Total	40	40	40	40	40	5040	5240

(Example from the Community Accountancy Service www.c-a-s.org.uk)



In the example below, the group's total expenditure over the next six months is well below their income for the period (£1,520 compared to £5,240). However, because the grant doesn't come in until the end of the period (June), there is a risk that their bank account becomes overdrawn before they receive the grant.

By using cash flow forecasting in this way, the group or organisation can identify a possible shortfall in its finances and take steps to remedy the situation before it becomes a problem. With a bit of planning and forward thinking, it's possible to be able to keep cash flow problems to a minimum.

TOP TIPS



- Set up a spreadsheet or table with known dates of when you'll need to pay out money, and when you can claim it from funders. Visualising the cash flow will illustrate any potential difficult periods.
- If you have different funders paying for different elements of your project, write on the back of the receipt/invoice which funder you can claim this expenditure from.
- Give each receipt a unique sequential number as you receive it. (001, 002, 003, etc.) Then you can record when you received it, when it was paid, and which funder's grant you claimed it against.

CHAPTER 13 CHECKLIST 

Have you planned how your funder's payment/claim systems will affect your cash flow?

Have you established what your project's future cash flow and financial commitments will be, once it is up and running?



Farmers' Market in Deddington church © Judy Ward July 2013

CHAPTER

14

MANAGING THE BUILDING WORKS ON SITE

TEAM PRAYER

Father, we expect You to call forth competent and skilled labourers for this project, just as You called forth the artisans for the building of the tabernacle. We pray that they will be filled with the Spirit of wisdom, understanding and knowledge in all manner of workmanship. We proclaim that all involved in this project will focus their attention and efforts so that they can successfully complete their assignments and bring glory and honour to Your Name. Amen

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16

PROJECT MANAGEMENT ROLE

Most of the activities described in this chapter will be carried out by your architect and not by yourselves. It is important, though that you understand what is happening as ultimately it will be your responsibility.

Your architect will have led on most of the activities prior to getting the works on site. This will include identifying contractors and obtaining competitive tenders (costs) for the buildings works as well as managing the tendering process involved. They will also take the lead in managing while the construction works are in progress.

Your architect will also ensure that **Building Regulations** are complied with. Any building project to create something new or to alter or extend an existing building will usually need to comply with Building Regulations that are national standards for England and Wales. They ensure that the building has adequate access and facilities are provided for people with disabilities and include requirements for conservation of fuel and power, ventilation and fire safety. There are also procedures that need to be followed and notifications given to the local authority before, during and on completion of the project to comply with regulations.

In the majority of cases, the architect will be the **project manager** in respect of managing and co-ordinating the building works programme and all the people who need to be involved.

Project management is a role that architects have traditionally undertaken. A good project manager will ensure the successful delivery of the overall building project and will help you monitor risk, establish and monitor the programme and respond to the challenges that arise.

If your project is in the region of several million pounds of construction, it is a good idea to consider a Project Manager as a separate professional appointment to take on the role of client representative and be the key person between the design team and the church.

If you do decide to appoint your own separate project manager, make sure the chain of command and who has responsibility for different parts of the project is made clear and understood by all parties.

Think carefully about who in your Group has responsibility for making decisions while building work is being carried out, and how the Group will liaise with the project manager (normally the architect).



CASE STUDY

MIDSTOCKET PARISH CHURCH, ABERDEEN, CHURCH OF SCOTLAND

www.midstocketchurch.org.uk

Opened in 1900, St Ninian's was built as part of Aberdeen's Extension Movement to serve the city's new residential districts. The Congregation of Midsocket was formed in 2005 through its union with nearby Beechgrove Church, which was closed and the building sold.

The sale of Beechgrove provided funds for a major redevelopment, and a further £50,000 was raised by the congregation to support specific aspects of the project, such as the new furnishings, sound and lighting systems.

The 8 members of the development committee visited a number of recently redeveloped churches in the area to learn from their experiences before drawing up a development brief outlining the requirements of the upgrade: to make better use of the space (including the Sanctuary); to encourage greater use of the premises by community groups; to modernise heating and electrical systems; and install a fire alarm.

The draft was approved by Kirk Session and presented to three architects. The architect selected has experience in church renovation, is familiar with the Church of Scotland's procedure for change, and is a member of a neighbouring church and therefore aware of the wide variety of church activities. The proposals were approved by the local Presbytery and the Church of Scotland's Committee on Art and Architecture, with both bodies providing valuable advice during the process.

The architect proposed removing all the pews from the Sanctuary; creating a coffee and fellowship area at the back; enlarging the entrance vestibule; creating a new café and lounge downstairs; improving access and additional toilet space; fully rewiring the building; installing new heating, lighting, sound and fire alarm systems; and appointing a quantity surveyor to guide procurement and manage the budget.

Initial plans and materials estimates came in well over budget and the plans had to be revised. Asbestos lagging was found subsequent to the work being put out to tender, adding to the costs. The best tender was only just affordable, with little contingency for unseen costs and so the £50,000 fundraising target was set.

A new minister who enthusiastically embraced the plans joined the church at this point. Work started in September 2013, the main project work took place throughout 2014 and the congregation moved back into the church in January 2015, with the work on the halls completed by March 2015. While work was underway, worship and many of the community activities moved to the Church Centre, although some of the larger groups had to find other premises for the duration. An important aspect of managing the project was to keep everyone well informed. They kept a blog, and produced photographs to keep everyone abreast of progress.

Regular meetings were held with the architect, contractors and committee, and a tight grip was maintained on finances and cash flow with the project remaining very close to the schedule. This was a tribute to the level of advance planning and the careful monitoring of the project through these meetings, which created a spirit of openness and trust so that issues could be identified



“It’s wonderful – it’s the same, but so different.”

honestly and addressed promptly.

This church member’s comment encapsulates everything they had set out to achieve: the church has been modernised and the space is more flexible, while retaining the quality and impact of the original architecture.

Sunday worship has been greatly enhanced. There is room for pushchairs and wheelchairs, space for information tables and for children to run around. Coffee is now served in the Sanctuary, and more people stay behind after services. The layout can be changed for special services and the building is warmer, projecting an inviting image. The Sanctuary is increasingly being used for concerts and other performances, the new lounge and café are popular for internal church meetings, and a men’s group has started up, drawing in people from neighbouring churches and the wider community.



Before



After



CHOOSING THE RIGHT BUILDER

Getting the right builder will have a huge impact on both the quality of your completed project and on your experience of getting there.

Good procurement is part of good stewardship. Making good use of the resources at our disposal is an essential part of being good stewards.

But funnily enough the key isn't about the buying or the pricing or getting the proposal. The first key step is about defining what you need.

Shortlisting

For the appointment of a contractor, this will be a formal process managed by your architect as project lead, against an ITT (invitation to tender) and detailed works specification.

Contractors price work based on the degree of risk they are taking on. It follows that you are more likely to get competitive and keen tender prices if at the tender stage your drawings, specification and Bill of Quantities are as clear and detailed as they possibly can be.

The builder is usually chosen in competitive tender from a list agreed between the architect and the client. The builder isn't normally thought of as part of the design team, but if they are chosen earlier on in the process they can make a significant contribution to the team by bringing their construction knowledge and buildability expertise to the process. There are pros and cons for this early appointment, but it is worth considering.



WHAT YOUR GROUP WILL NEED TO DO AND BE AWARE OF:

Tendering for contractors

Your architect will take the lead in this process, but you will need to understand the process as you will be the group signing the contract with the builders and other contractors. To ensure you end up with the right contractor, the architect will:

- draw up the tender list carefully and only put on the list those he/she might want to work with.
 - look carefully at the relevant skills on offer. It is not essential that the builder has done projects before in the church sector, and sometimes a good tender price can be achieved from a builder who has all the right skills and is eager to get into church work. What is important, however, is that the builder can demonstrate a command of the relevant issues and skills. For example, alterations to a listed church should not be entrusted to a builder who only has experience of new build, and a builder who builds the occasional house will not be right for a substantial new building.
 - ask about the balance between directly employed staff ('on the books') and subcontractors. Knowing which trades a builder has in-house can be revealing – do they for example have their own plasterers, or stone masons. There is no one right answer to this; many builders produce great buildings using a lot of subcontracted labour, but that will depend on the quality of the relationships between the parties, and will have a big impact on the finished product.
- take personal recommendations and local reputations into account. The architect will want to know whether the builder has previous clients who are willing to speak honestly about their experience of working with them. In particular they will want to know how proactively any unforeseen problems were addressed and dealt with. For example, if a project gets behind programme, how good were the contractors about making up the time?
 - look at their previous projects. Aside from some builders being more suited to, say, new build as against conservation work, most builders will do most of their work within a range of contract size. Below that size and they are unlikely to be as cost-effective as a smaller firm carrying less overhead; above that size and they may struggle with managing the logistics of a larger project. The architect may ask about the contract value of their three largest projects to date, and how often they do projects of this size. And besides that, one needs to look at the complexity of a project – a smaller project on a tighter site may well be more demanding than a larger project on an open site. It's a question of horses for courses.
 - make sure that those who will actually be doing the work come to the interview ie: not the 'sales manager' whom you will never see again. Even if it is the same building firm that comes with positive references from another project, ask whether the same team that did that project would be involved in yours.



- run financial checks. The cost to the client of their contractor going bust during a building project can be very significant, so before appointing a contractor it is well worth running some financial checks. If the firm is a limited company, then its accounts should be available from Companies House, though this will be old information. You can also glean useful information on the directors and the company structure – for example a director with a history of starting and closing down companies may be a warning sign. It is also wise to ask for a Banker's Reference, which should show the extent of the firm's liquidity and whether they have adequate room for financial manoeuvre. Your architect will be able to advise you if a bond is necessary for the size of your contract.
- visit one of their previous projects. There is no substitute for seeing the quality of a completed project by a shortlisted builder, so you may have the opportunity to visit one or more. Even if it is the same building firm, your architect will want to ask whether the same team of people that did that project would be involved in yours. Was the project delivered to time and to budget, or if not what were the good reasons?
- find out if they are good organisers? From a client's point of view this can have a big impact on the building process. In particular, your architect will want to be able to see evidence of attention to detail, and the ability to produce an intelligent project programme (in the form of a GANTT chart, with a critical path) is an important indicator.
- agree a clear set of criteria against which they are going to select the contractor.
- ensure that key members of your Group attend the interview – you will all be working with these people.



PROCUREMENT OF THE WORKS

There are a number of different types of building contract. 'Traditional' contracts assume that the client, through the design team, will decide all the details of the project and describe this to a number of builders, who will each give a price. In this case the pricing of the building work takes place at the end of Stage 4 Technical Design.

But there are other means of buying building work in which the choice of builder is made earlier in the process before the design is fully described – anywhere between Concept and Technical Design.

One alternative form is 'Design and Build', in which the builder is appointed after Developed design and they take responsibility for working up the detail of the project, often with the same design team that was already involved. This has the advantage of earlier cost certainty; the disadvantage is that it can result in the 'dumbing down' of the design. However, this is unlikely to be the form of contract for a project involving re-ordering in a heritage building.

Another option is a 'Two Stage Tender' in which a builder is chosen earlier on, on the basis of preliminary information and a series of agreed rates and the price for the works is progressively negotiated. This is particularly good where project timescales are tight as construction can begin before the design is fully described.

There are variations on each of these. Which one is right for you will depend on the nature of your project, but it is good to discuss this with the design team from the outset.

TIMETABLE FOR THE WORKS

It is important that everyone in your Group is aware of the works programme i.e. when works are due to start and when they are due to complete.

Any building project needs to be regularly monitored to ensure that there is advance warning of delays to the timetable due to - for instance - unforeseen additional works or an increase in costs. Your **Risk Assessment** should have set out what has been done to ensure such risks are minimal and also describe what action will be taken if delays occur.

Your architect will be taking the lead in monitoring the quality of the works and ensuring that the works are being executed as set out in the specification and drawings and keeping tabs on progress. However, it is a good idea to appoint someone from the Group to be the main contact point with the architect so that regular progress reports can be fed back to the Group. They can also be the person whom the architect contacts if a decision is needed.



MANAGING CHANGE AND COST CONTROL

Change is a normal and expected part of the construction process and is inevitable when working with existing buildings. Changes can result from necessary design modifications, differing site conditions, material availability, value engineering (cost reduction) and impacts from third parties such as statutory authorities, to name just a few. There needs to be clear communication about the reason for change, and good cost control on the part of the architect, QS and builder, possibly looking at value engineering in other areas to keep the overall budget on track. As the client, you should be advised about changes to the budget, and any changes to costs that will affect the budget and you should agree the parameters of that with your architect at the beginning of the project, as this may impact on your funding strategy. Your funder may also need to give consent to budget changes and particularly to the use of contingencies so ensure that there is a clear system for communicating all of these project elements should they arise.

All changes need to be recorded to show what was actually constructed, so that the client has a final record set of as-built drawings for future maintenance.

It is important that everyone in your Group is aware of the costs of the project. Do review and monitor the budget on a monthly basis together with the financial reports from the QS or architect.

Useful terms that are relevant to the end of a building project.

Your architect will be able to explain and ensure that they are carried out.

Snagging does not have an agreed meaning, and is not a contractual term. It is a slang expression widely used in the **construction** industry to **define** the process of inspection necessary to compile a list of minor defects or omissions in building works for the contractor to rectify.

A **certificate of Practical Completion** marks the point at which the contractor has completed his contractual obligations, and can hand over the works to the client.

A **defects liability period** is a set period of time after a construction project has been completed during which a contractor has the right to return to the site to remedy defects. The defects liability period begins upon certification of practical completion and typically lasts six to twelve months.

A completion **certificate** is proof that the building work has been carried out in accordance with **Building Regulations** and therefore is legally safe.



USE OF THE CHURCH WHILE WORKS ARE ONGOING

It may be that part of the church will be unusable for a period of time. It may even be that the whole building will be out of action. Plans will need to be made as services, weddings and funerals may have to be held elsewhere. Don't forget to consult other users such as the choir and other church and community groups. The earlier this is thought about the better. Make sure you involve your clergy and churchwardens in any discussions, because in the Anglican Church at least, they will need to obtain permission from the Bishop to cease worship in the building.

Before the main works start there may have to be investigative works which might also involve temporary scaffolding and disruption.

KEEP EVERYONE INFORMED

Put up an exhibition and display drawings and plans, models (if you have them) and photographs. You could make it part of your brief that your architect provides regular, brief update reports on progress and developments at PCC meetings.

There may be opportunities to offer to take groups e.g. local history societies, schools etc. on tours to see previously unseen or rarely seen parts of the church. You may be able to provide the chance to go up scaffolding, but check health and safety factors with your architect, contractors and insurers first. Take photos to show those still on the ground and for your records!



Builders at St Margaret's Shottisham

CONTROL OF NOISE AND POLLUTION

Most building works will produce dust and mess. You have to ensure that precautions are taken to protect the interior and fixtures and fittings e.g. the organ while works are ongoing. This should be picked up by your architect in the tender documentation but do check. Be a good neighbour and talk to residents and businesses nearby if they are going to be affected e.g. additional traffic, temporary road closures. A good contractor will also regularly do this on your behalf during the construction works.



INSURANCE RELATING TO BUILDING WORKS

If you intend to start major alterations, renovations or repairs, it's important that you inform your insurance company so they can consider the effect the work will have on your policy and ensure that the correct cover is in place for the building works themselves.

If using volunteers make sure your insurance company has a full understanding of the nature of their involvement.

Some DACs are now requiring that you have £10m public liability cover in place. Check with your DAC or equivalent on their insurance requirements so that these can be included in the tender enquiry documents issued to potential contractors for pricing. Not all contractors will ordinarily carry £10m of cover and therefore buying the cover will have to be included as an additional cost. For early stage budgeting when you might be using build costs provided by the architect include an allowance for the additional premium the contractor will pay to obtain £10m of cover.

Usually, the work under construction and the materials involved are the responsibility of the contractor and you don't need to do anything. But, if you've signed a formal contract, which makes you liable to insure these, then you must definitely inform your insurer. Check with your architect early on before construction commences so you have time for this to happen.

There is guidance on the **Ecclesiastical** website here www.ecclesiastical.com/churchmatters/churchinsurance/church-insurance-made-simple/church-building-works/index.aspx

and on the **Methodist Insurance** website here www.methodistinsurance.co.uk/products/church-shield/church-insurance-made-simple/building-works/index.aspx



© Mike Peckett

CASE STUDY

SETTLE QUAKER MEETING HOUSE, NORTH YORKSHIRE

www.settlequakers.org.uk/meetinghouse

Population: 2,564 (2011 Census)

In October 2004, a new large extension opened at the C17th Settle Meeting House in North Yorkshire which now provides a small meeting room, a library, a kitchen and toilets.

Making the decision to do this was a lengthy process which became at times anxious and difficult. It required a willingness to confront the need for change. In January 2004, Friends began demolition work on the old kitchen and the floor of the Institute in order to prepare for the arrival of the builders.

Close to the centre of the town, it's an important venue for the Friends and also for the community - many non-Quaker groups use the building (on about 300 occasions each year) and rates are kept down for this very reason. Disabled access and kitchen facilities were important factors during the planning phase of the new meeting room and it is used by a wide range of local organisations, voluntary, political, educational and cultural.

A shop was also created by including a large cupboard with doors that had inside shelving, this opened out and created space for a flexible Fairtrade stall, which is open – along with a coffee shop - every Tuesday. There's a community café, a drop-in and advice service run by a housing group that supports vulnerable adults on Wednesdays and at other times a memory café, yoga group, music groups and band practice.

In 2009 the old Meeting House was further repaired and the heating and ventilation were upgraded and in 2015 the roof was refurbished.



TOP TIPS



- Keep a photographic record as the works progress. They are good for exhibitions and later displays on the history of the building and some funders will require them.

CHAPTER 14 CHECKLIST 

Does everyone in the Group know the timetable for the start and completion of works?

Have you got a system in place for monitoring progress on works?

Is your Risk Assessment document up to date?

Have you told your insurer that building works are about to take place?

Have you set up a chain of communication with your architect?

FURTHER RESOURCES 

The National Churches Trust has a very useful section on their website on managing building projects.

www.nationalchurchestrust.org/building-advice/managing-building-projects

The **Churchbuild** website, set up by Archangel Architects, provides a very helpful framework and practical information on developing and managing a building project.

www.churchbuildingprojects.co.uk/how-to



CHAPTER

15

THE FINAL STAGES

CLAIMING MONEY, CELEBRATING, IMPACT AND EVALUATION

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

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



“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

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

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

And there is guidance from the National Lottery Heritage Fund here 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

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.

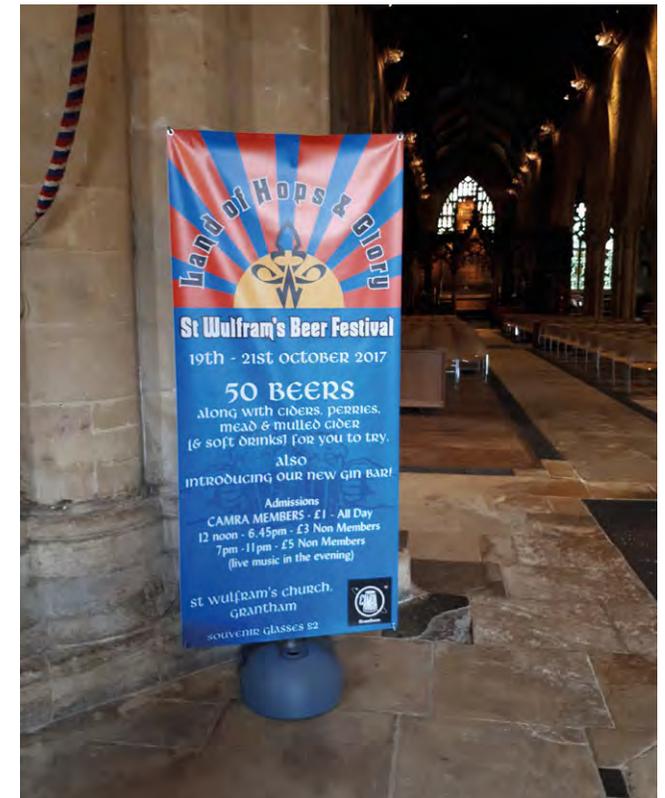
www.spab.org.uk/spab-events-awards/john-betjeman-award

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

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

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

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

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



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

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

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

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

NADFAS can help churches design church trails for children.

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

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

CASE STUDY

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

www.daresburycofe.org.uk

www.lewis Carroll centre.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?

CHAPTER

16

FURTHER INFORMATION

CROSSING THE THRESHOLD

CONTENTS

DEVELOPING YOUR VISION	1
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY	2
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES	3
GOVERNANCE - CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE	4
DEVELOPING YOUR IDEAS	5
BALANCING THE NEED FOR CHANGE	6
PLANNING YOUR PROJECT	7
WRITING A BUSINESS PLAN	8
ENSURING YOUR PROJECT IS SUSTAINABLE	9
RAISING THE FUNDS	10
IDENTIFYING THE RIGHT EXTERNAL FUNDERS	11
COMPLETING APPLICATIONS (SELLING YOUR PROJECT TO FUNDERS)	12
MANAGING PROJECT CASH FLOW	13
MANAGING THE BUILDING WORKS ON SITE	14
THE FINAL STAGES	15
FURTHER INFORMATION	16



This toolkit can only be a basic guide to developing a project within your local community. Here are details of other sources of information and also funding opportunities.

The most important will be the website of your own denomination. The links to the relevant sections of those websites are given here.

DENOMINATION WEBSITES:

The **ChurchCare** website is maintained by the **Church of England's** Cathedral and Church Buildings Division, and is a comprehensive resource for anyone managing a church building. It explains the Church of England's Faculty System and what to consider when making changes to the use or physical fabric of your church.

www.churchofengland.org/more/church-resources/churchcare

A key part of ChurchCare is the section called *Open and Sustainable Churches*. This aims to help churches select the right legal and funding model to develop their building for uses beyond the primary role of worship; these could be community activities, cultural events or even commercial activities. www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard

ChurchCare has also provided a set of **case studies** describing different projects where churches have successfully opened for wider community use.

www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/sharing-your-building

All **Church of England dioceses** have guidance and information on their own websites usually under a menu heading of *church buildings or looking after your church buildings*.

The **Parish Resources** website is provided by the Church of England's National Stewardship & Resources team and offers over 400 pages of resources (web & pdf) to support all aspects of stewardship, administration and management in the local church.

They also offer a range of funding guides to help you target funding for projects – either for capital works or for mission. They are intended to be simple “how-to” guides and cover a range of topics from *Preparing a Funding Strategy*, *A Simple Guide to writing a Business Plan* to running *Fundraising Events*. www.parishresources.org.uk/funding/

The Methodist Church in Britain has guidance on managing and developing their churches here www.methodist.org.uk/for-ministers-and-office-holders/property

and here www.methodist.org.uk/for-ministers-and-office-holders/online-suite-and-guidance

The **Baptist Union of Great Britain** has written a series of leaflets to help local churches with practical building issues, legal matters, property opportunities and challenges and charity law.

www.baptist.org.uk/Groups/220864/The_Baptist_Union/Resource_Library/Free_Resources_and/BUC_Guidelines/BUC_Guidelines.aspx

The **United Reformed Church** is currently preparing revised and updated pages on all issues to do with buildings. *If you have a questions, please contact your synod's Property/Trust Officer'.*

www.urc.org.uk/plato-property-handbook1/613-plato-property-handbook.html

The **British Quakers** website provides a set of property advice sheets which cover a wide range of topics, including building maintenance, facilities for people with disabilities, gardens and burial grounds, health and safety, security, insurance, risk assessments, as well as issues relating to historic meeting houses, conservation areas and listed buildings.

www.quaker.org.uk/resources/directory-of-services/property

The **Church in Wales's** Property Department website provides information and guidance notes to parishes on every aspect of managing and maintaining their buildings. There is a specific section

on the development and community use of church buildings.

www.churchinwales.org.uk/structure/representative-body/property

Within the **Church in Scotland**, it is the Mission and Discipleship Council's Committee on Church Art and Architecture (CARTA) which advises and regulates the development of buildings to meet new needs and circumstances in partnership with the General Trustees.

CARTA advises congregations and presbyteries on the most appropriate way of carrying out renovations, alterations and the reordering of interiors, having regard to the architectural quality of Church buildings. It also advises on the installation of stained glass, tapestries, memorials, furniture and furnishings, and offers advice on repair, maintenance or renewal of organs.

www.churchofscotland.org.uk/about_us/property_and_church_buildings

The **Church of Ireland** is in the process of bringing help and guidance for parishes into one place on their website under the heading of Parish Resources. Here you will find information on all aspects of managing church buildings including funding and grants.

www.ireland.anglican.org/parish-resources



OTHER SOURCES OF ADVICE

The National Churches Trust provides grants, practical support and information as well as sign-posting to other sources of useful advice. There is a detailed *Building Advice* section on their website which covers care and maintenance, making the most of your building as well as advice on managing building projects. There is also a **Resource Centre** with over 2500 documents and web links to other sources of advice, sorted into topics and easily searchable.

www.nationalchurchestrust.org/building-advice

The Churches Conservation Trust which looks after 340 churches is increasingly encouraging and supporting community-based extended uses to help sustain those church buildings. The Regenerating Communities section on their website provides guidance as well as featuring case studies and inspirational ideas.

www.visitchurches.org.uk/what-we-do/regeneration-and-communities.html

The **Church of England's** national environmental campaign is aimed at helping the Church's 42 dioceses and 16,000 churches reduce their carbon emissions. The website has guidance on how to make your church building greener and more energy efficient as well as plenty of case studies.

www.churchofengland.org/environment

Germinate: The Arthur Rank Centre is an independent ecumenical charity that helps UK rural communities flourish by inspiring, encouraging and equipping local churches. They do this in three distinct but overlapping ways:

- **Church Life:** supporting congregations with resources for worship, discipleship and the maintenance and creative use of buildings
- **Mission:** helping communities flourish by equipping rural churches to identify and meet local physical, social and spiritual needs
- **Training:** developing leaders and church members through training programmes, events, conferences and learning communities

The website also offers many case studies, 'how to' articles, theological reflections, worship resources, papers, etc. Use the powerful search facility to find exactly what you need.

Sign up to their monthly e-news '*Germinate News*' for details of their latest resources and sources of funding.

Country Way magazine is published three times a year and is packed full of real life stories, resources and practical support for rural congregations and clergy.

For more information, www.germinate.net ; email: info@germinate.net or phone: 024 7685 3060.



Resourcing Christian Community Action This study was commissioned by the Church of England to research and bring together current best practice in Christian care in local communities with the resources and knowledge base needed to multiply those good works across the country.

Go to www.how2help.net to read the study in full and also access information on how to start a project, how to manage a project, where to get advice and where to find local partners and funding. There are also case studies of projects from across the country covering different policy areas, locations and types of activity.

The **Church Urban Fund** works through the Church of England's local parish networks, alongside other faith-based and secular organisations, to bring about positive change in neighbourhoods. They largely work through four programmes: Together Network, Near Neighbours, Places of Welcome and Just Finance Network.

www.cuf.org.uk/about-us

The **Church Growth Research and Development** website aims to communicate and disseminate some of the Church of England's work on church growth research and development to help the Church allocate its resources effectively to facilitate its mission and growth. There are also case studies and resources for churches wishing to grow through wider use of their buildings and community engagement.

www.churchgrowthrd.org.uk

The **Faith-Based Regeneration Network UK** (FbRN) is the leading national multi-faith network for community development, regeneration and social action. They have guidance on every aspect of setting up and managing a community project as well as case studies.

www.fbrn.org.uk

The **Churches Trust for Cumbria** has several case studies illustrating rural places of worship engaging with their communities in innovative ways. There is also guidance and other support to help churches of all denominations develop their own projects. Visit

www.ctfc.org.uk

The Centre for the Study of Christianity and Culture, University of York has produced a DVD on the History of the English Parish Church that can help in understanding your parish church and developing a Statement of Significance. There is also useful information on developing your church building for wider community use. The DVD can be ordered here

www.christianityandculture.org.uk/resources

The Centre for Lifelong Learning, at the **University of York** also offers an online study course leading to a postgraduate diploma in Parish Church Studies which offers a unique opportunity to gain detailed and practical knowledge of the history, use, care and conservation of parish churches.

www.york.ac.uk/lifelonglearning/pg-parish-church



ADVICE ON HERITAGE

Historic England is part of the regulatory process and also offers advice and support. They offer useful advice on balancing the needs of congregations with the desirability of conserving heritage as well as guidance on obtaining permission and consents for works to places of worship.

www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship

In 2018, they published a revised edition of their guidance on Making Changes to Places of Worship.

www.historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship

In Wales, **Cadw** is part of the regulatory process and also offers advice and support. They have recently updated all their heritage and conservation guidance and are currently working on revising their guidance on ecclesiastical exemption

www.cadw.gov.wales/historicenvironment/conservation/?lang=en

Cadw have also written a strategic action plan for historic places of worship which aims ‘to find ways in which these cherished buildings can retain or renew their value at the heart of Welsh communities, with their significance sustained or enhanced.’

www.cadw.gov.wales/docs/cadw/publications/historicenvironment/29012016CadwHistoricPlacesOfWorship-en.pdf

Heritage Help sets out the basics for anyone who is caring for an historic building. It includes understanding the planning system, conservation and other elements such as energy efficiency and grants.

www.heritagehelp.org.uk

The **Council for British Archaeology**

www.britarch.ac.uk

The **Ancient Monuments Society**

www.ancientmonumentssociety.org.uk

The **Society for the Protection of Ancient Buildings**

www.spab.org.uk

The **Georgian Group**

www.georgiangroup.org.uk

The **Victorian Society**

www.victoriansociety.org.uk

The **Twentieth Century Society**

www.c20society.org.uk

The **Royal Institute of British Architects** has a register of architects

www.riba.org.uk

The Building Conservation Directory provides a list of over 1,000 practitioners and suppliers in the areas of conservation, restoration and repairs from access audits to wall painting conservators. You can access the Directory free here

www.buildingconservation.com

The **National Churches Trust** has a **Professional Trades Directory** which offers a wide range of specialist trades people

www.nationalchurchestrust.org/building-advice/professional-trades-directory

GUIDANCE ON COMMUNITY PROJECTS

Approach your **local authority** (ask for Community Development) or **local strategic partnership** (your local authority can point you in their direction).

Your local **voluntary and community sector (VCS)** infrastructure organisation can also provide vital support for voluntary organisations and community groups. They can provide advice on setting up new projects as well as information on the grants available and offer support in the application process.

Unfortunately, they can go by different names in different areas. However, **NAVCA (National Association for Voluntary and Community Action)** is the national voice of local support and development organisations. They champion and strengthen voluntary and community action by supporting their members in their work with over 160,000 local charities and community groups. For more information go to www.navca.org.uk

To find the local bodies that can provide support to the voluntary and community sector in your area go to www.navca.org.uk/find-a-member-1

In Wales, the equivalent is the **Wales Council for Voluntary Action (WCVA)**
www.wcva.org.uk

Action with Communities in Rural England (ACRE) is the national umbrella body for the 38 charitable local development agencies, formerly known as Rural Community Councils (RCCs), across England that make up the ACRE Network.
www.acre.org.uk/in-your-area/network-members

RCCs can offer advice, support, and access to local grant databases. They also have county-based Village Hall and Community Buildings Advisers who offer advice and support to those running community buildings. They produce a range of publications on health and safety to food and hygiene, managing employees and volunteers and much more.
www.acre.org.uk/our-work/village-halls

The Plunkett Foundation supports communities, predominantly in rural areas, to set up and run life-changing community co-operatives that help them tackle issues ranging from isolation and loneliness to poverty. They support communities looking

to set up and run a wide range of community-owned enterprises to provide vital rural services including community-owned shops and community food enterprises. They are able to advise on governance.

www.plunkett.co.uk

Community Tool Box has a range of practical guidance on all aspects around setting up community projects. www.ctb.ku.edu/en

Locality is the leading nationwide network of community-led organisations. It provides advice on setting up community enterprises etc including setting up community share funded projects www.locality.org.uk/about

The **National Lottery Heritage Fund** provides a range of good-practice guidance to help you plan and deliver your heritage project. This includes reducing environmental impacts, guidance on carrying out evaluation, making your project fully accessible, using digital technology in heritage projects, how to encourage community participation and working with volunteers.
www.heritagefund.org.uk/hub/good-practice-guidance

PUBLICATIONS

Regenerating Local Churches by Maggie Durran (Canterbury Press, Norwich, 2006, ISBN-13: 9781853116957) Mission-based Strategies for Transformation and Growth, a practical handbook.

www.canterburypress.hymnsam.co.uk/authors/maggie-durran

Tools for Regeneration – Practical Advice for Faith Communities by Rumman Ahmed, Doreen Finneron, Steve Miller and Harminder Singh (Faith Based Regeneration Network, 2006)

www.fbrn.org.uk/factsheets/tools-regeneration-practical-advice-faith-communities

Running Successful Projects in the Voluntary Sector by Stuart Kelly published by 3rd Sector Skills (2012). This is a project management text book for the lay person. Published by 3rd Sector Skills. www.3rdsectorskills.com/resources/books/rsp

Churches for Communities: Adapting Oxfordshire's Churches for Wider Use by Becky Payne. Paperback. February 2014 (Oxfordshire Historic Churches Trust) ISBN-13: 978-099276930

www.waterstones.com/book/churches-for-communities/becky-payne/9780992769307

Buildings for Mission: A complete guide to the care, conservation and development of churches by Nigel Walter and Andrew Mottram. Paperback. September 2015 (Canterbury Press Norwich) ISBN-13: 978-184825760.

www.canterburypress.hymnsam.co.uk/books/9781848257603/buildings-for-mission

See also these related websites: www.archangelic.co.uk and www.churchbuildingprojects.co.uk

Assets not Burdens: using church property to accelerate mission by Tim Thorlby, The Centre for Theology and Community, January 2017

www.theology-centre.org.uk/wp-content/uploads/2013/04/CTC-Research-6-Assets-not-Burdens-Feb2017.pdf



THE AUTHORS



Becky Payne studied archaeology at Durham University and then spent several years ‘digging’ her way round the world. After that she worked for over 33 years in the heritage

world at Historic England and latterly at the Church of England. She was the Policy Officer within the Church of England’s Cathedral and Church Buildings Division, for seven years, promoting the potential of church buildings as a resource for the whole community and working in partnership with government at all levels, with the community and voluntary sector and with other specialist bodies such as the Plunkett Foundation and Post Office Ltd, to realise that potential.

Becky now works as a freelance consultant and researcher on sustaining historic places of worship through wider community use. She has undertaken research work and evaluations as well as consultant contracts (among others) for the National Lottery Heritage Fund, Historic England, Germinate: the Arthur Rank Centre, the National Churches Trust, the SPAB Maintenance Co-operative Project, the Diocese of Oxford and the Diocese of London. This has included research into social enterprises in rural places of worship and writing guidance to encourage churches in London to increase their opening hours. She is lead consultant and project manager for a four-year research project to evaluate the short and long-term impact of the HLF’s grants for places of worship (GPOW). She is also a consultant to the Open University’s Empowering Design Practices, a five-year research project on how community-led design can help places of worship connect with their communities.

Becky is a London DAC member and a Trustee of the Churches Visitor and Tourism Association. In a volunteer capacity, she is the Development Director for the Historic Religious Buildings Alliance (part of the Heritage Alliance).



Wendy Coombey, *Community Partnership and Funding Officer, Diocese of Hereford*

Wendy has worked for the Diocese of Hereford for 16 years. Coming from a Community Development and Regeneration background, she supports parishes in project development particularly those that encourage the closer working between church and community and

to develop projects based on community needs. She supports an asset-based approach, where church congregations can use the skills and knowledge of the whole community, particularly on projects to improve facilities within church buildings to encourage new activities and services. She also researches and promotes funding opportunities to help support these projects. Wendy is an elected member of the Church Buildings Council and represents the Diocese at a strategic level with local partnerships. She is a regular speaker at national conferences and is passionate about developing the right resources to support people to get the best out of their buildings, but particularly to enable them to be used as tools for mission, evangelism and engagement.



Stephanie Norris, *Partner Architect at Purcell*

Stephanie has gained a vast breadth of experience over 25 years, working on a variety of significant ecclesiastical buildings from great cathedrals to parish churches, as well as the creative adaptation of secular historic buildings and new contemporary insertions.

She has recently completed the HLF-funded project at the Grade II* Delapre Abbey in Northampton.

She is adept at preparing detailed written reports relating to quinquennial inspections, conservation management plans and feasibility studies and has a detailed knowledge and understanding of the processes involved in the re-ordering of ecclesiastical buildings. She is the inspecting architect to a number of parish churches, regularly carrying out repair and conservation work as well as extensions and internal reordering. She has served as an architect member on the Ely Diocesan Advisory Committee since 2011.

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www.churchcare.co.uk

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www.churchcare.co.uk/shrinking-the-footprint

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www.churchcare.co.uk

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www.churchcare.co.uk

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www.communionarchitects.com

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www.liverpool.anglican.org/Buildings

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www.nationalchurchestrust.org

Tina Andrew, Church Heritage and Conservation Officer, Church in Wales, Yr Eglwys yng Nghymru
www.churchinwales.org.uk/structure/representative-body/property

Joanne Balmforth, Conservation Officer, Support Services, The Methodist Church
www.methodist.org.uk/ministers-and-office-holders/property

Judith Roebuck, CARTA (Church Art & Architecture Committee) Development Worker, Church of Scotland
www.churchofscotland.org.uk/resources/art_and_architecture_resources

The Britain Yearly Meeting of the Religious Society of Friends (Quakers)
www.quaker.org.uk/resources/directory-of-services/property

Steve Wing, Secretary, Listed Buildings Advisory Committee, the Baptist Union of Great Britain
www.baptist.org.uk/Groups/220706/Support_Services_Team.aspx

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www.rra-arch.com



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Historic Religious Buildings Alliance
a group within the Heritage Alliance

The Historic Religious Building Alliance brings together those working for a secure future for historic religious buildings. Their scope is all listed places of worship in the UK. Their members are representatives from the main Christian denominations and other faith groups as well as organisations such as the National Lottery Heritage Fund, Historic England, the Churches Conservation Trust, the National Churches Trust, the Historic Chapels Trust and the Amenity Societies which in different ways support those who have responsibility for looking after our church heritage. Their membership also includes individual clergy and churchwardens and trustees as well as others who support them e.g. architects, fundraisers and historic churches support officers part-funded by Historic England.

HRBA also produces a free e-newsletter, with excellent feedback which is now sent directly to over 1,500 recipients.

www.hrballiance.org.uk



The Diocese of Hereford is the Church of England's most rural diocese. It covers Herefordshire, south Shropshire and some parishes in Worcestershire, Powys and Monmouthshire. The diocese has over 400 church buildings in 356 parishes and 84 schools and academies. It is also home to dozens of Christian youth organisations, community events and social action groups many of which benefit from sympathetic changes made to churches. More than 30% of church buildings in the diocese now have improved facilities thanks to the hard work and dedication of volunteers in parishes and advice from support staff. Between 2013 and 2016 these efforts saw £2m of capital funding for building improvement projects brought in through grants and other means.

www.hereford.anglican.org



Whether you're looking to raise money, give money, spend money or manage your money; it's important to be good stewards. The **Parish Resources** website is provided by the Church of England's **National Stewardship & Resources Team** and offers over 400 pages of resources (web & pdf) to support all aspects of stewardship, administration and management in the local church.

www.parishresources.org.uk

ChurchCare

16,000 buildings. One resource

ChurchCare is the Church of England's national resource, adding value from the centre to support over 16,000 parish churches and 42 cathedrals. They support all those in parishes, dioceses and cathedrals caring for their buildings today and for the enjoyment of future generations. ChurchCare is the comprehensive source of information for everyone managing a church building.

www.churchofengland.org/more/church-resources/churchcare



The National Churches Trust is the national, independent charity dedicated to supporting and promoting places of worship of historic, architectural and community value used by Christian denominations throughout the UK.

The Trust does this through the provision of grants for repairs and modernisation, support, advice and information and campaigning to highlight the cause of church buildings and the value they provide to communities.

www.nationalchurchestrust.org



PURCELL

Purcell

Purcell's reputation and legacy is built upon historic building conservation work and it is the largest architectural practice working within the conservation field in the UK. Founding partner, Donovan Purcell, worked closely with craftsmen to help restore major historic buildings. His commitment to the highest standards of architecture and careful and considered repair still remains the core of their work today. With thirteen studios in the UK and close to 250 staff, the practice has been caring for some of the country's finest buildings and their settings for over sixty years. Churches and cathedrals have been at the heart of what the practice has done throughout that time.

The practice applies its understanding of architectural heritage to repair and newbuild projects, breathing new life into historic places and building boldly for the future. A team of dedicated architectural historians and heritage consultants are expert at understanding the history of a site or building and making an assessment of its significance. From careful repairs to more radical alteration and regeneration schemes, Purcell's conservation portfolio encompasses an enormous spectrum of work.

Acknowledgment for all photographs of Peterchurch is given with thanks to Communion Architects. Unless stated otherwise, photographs and graphics are copyright of the authors.

Design by Stella Edwards, www.stellaedwards.com



CROSSING THE THRESHOLD

A STEP-BY-STEP GUIDE TO DEVELOPING YOUR PLACE OF WORSHIP FOR WIDER COMMUNITY USE AND MANAGING A SUCCESSFUL BUILDING PROJECT

The guidance in this toolkit will be useful to any congregation which wants to develop a new vision for their church which will include opening up their church building for wider community use and may also include making physical changes to that building.

Much of the information in this resource will apply to any major building project in a church including repairs. In particular, the toolkit supports churches considering making alterations that would enable them to use their buildings for wider community purposes.



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