

# THE TOOLKIT

## an introduction

**BECKY PAYNE**  
**DEVELOPMENT DIRECTOR**  
**HISTORIC RELIGIOUS**  
**BUILDINGS ALLIANCE**



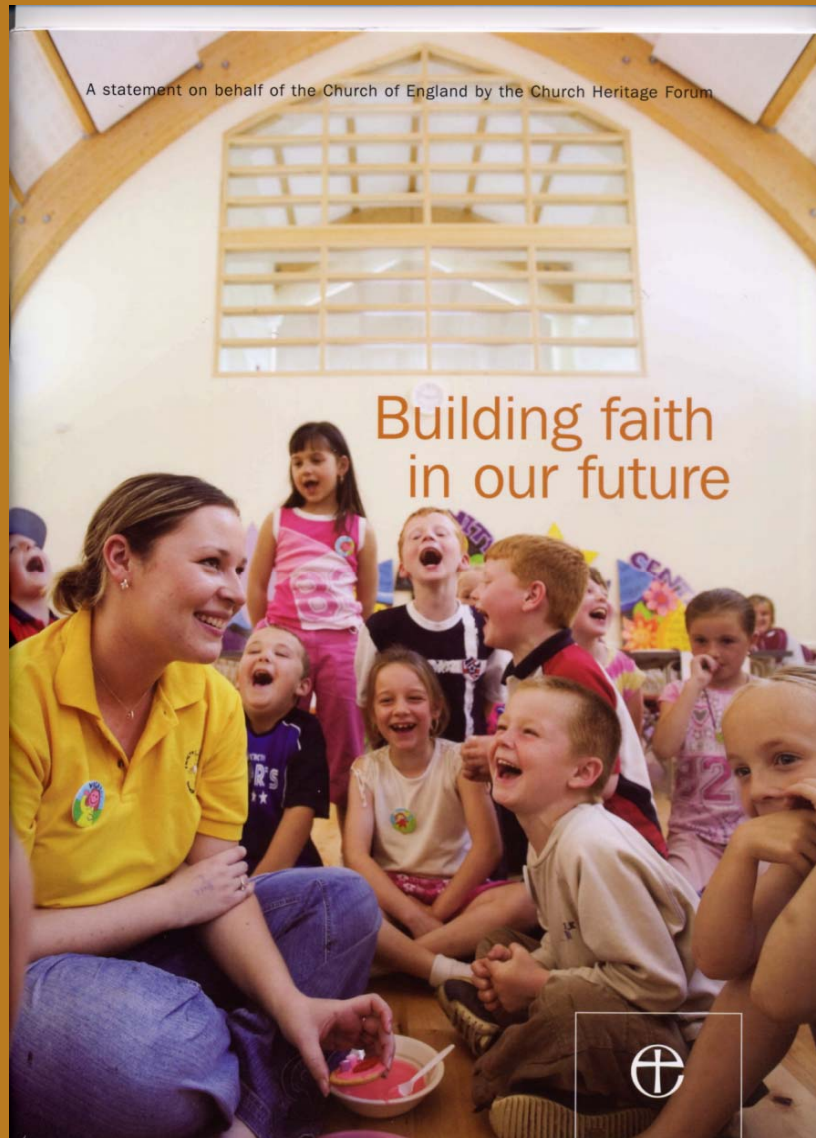
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# CROSSING THE THRESHOLD

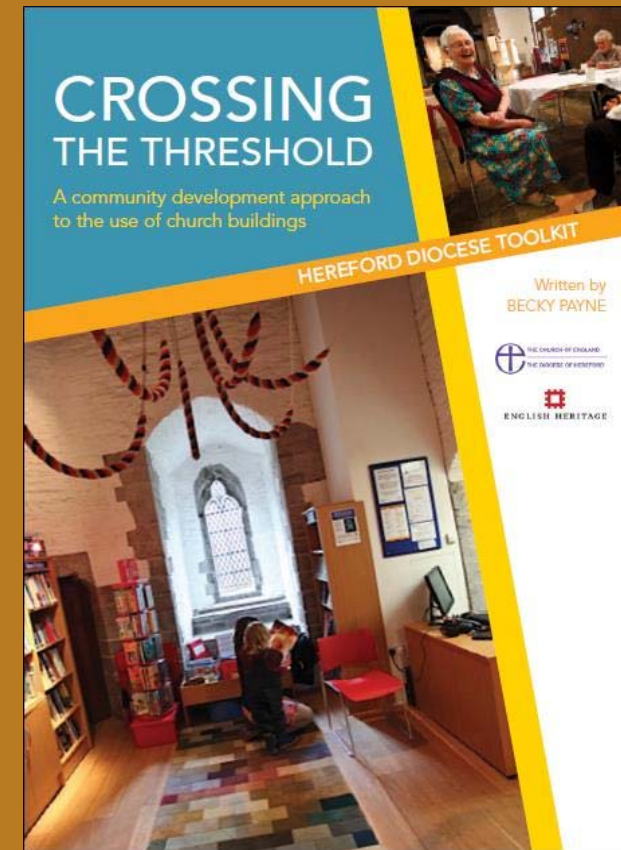
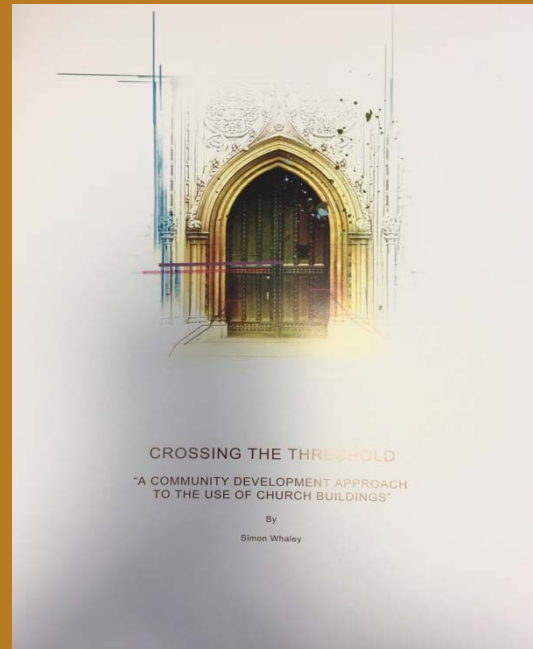
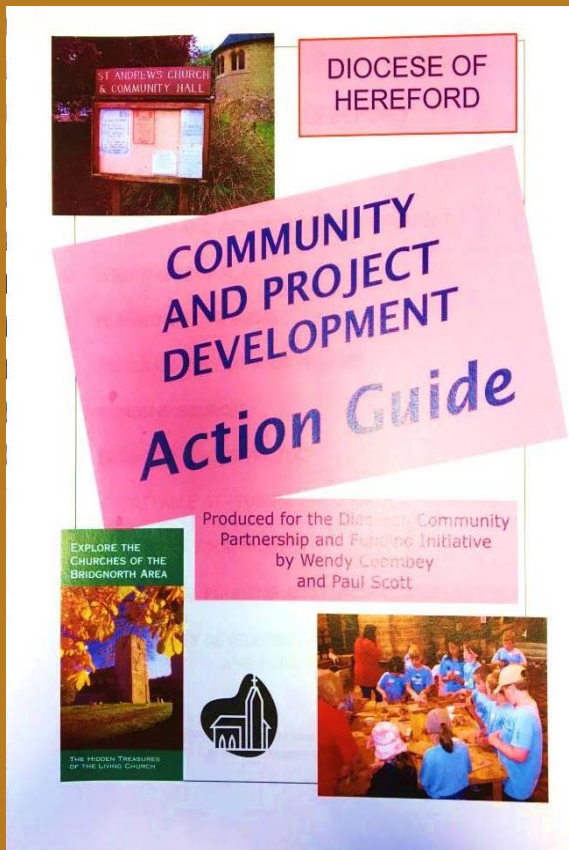
A STEP-BY-STEP GUIDE TO DEVELOPING YOUR PLACE OF WORSHIP FOR WIDER COMMUNITY USE AND MANAGING A SUCCESSFUL BUILDING PROJECT





Church of England  
looking at the  
Sustainability of  
Church Buildings  
since this report,  
published in 2004.





Downloadable –  
free!

CROSSING THE THRESHOLD

**But practice changes  
and there is always  
something new to  
learn**

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# Historic Religious Buildings Alliance

*a group within the Heritage Alliance*



National  
Churches  
Trust

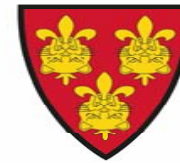


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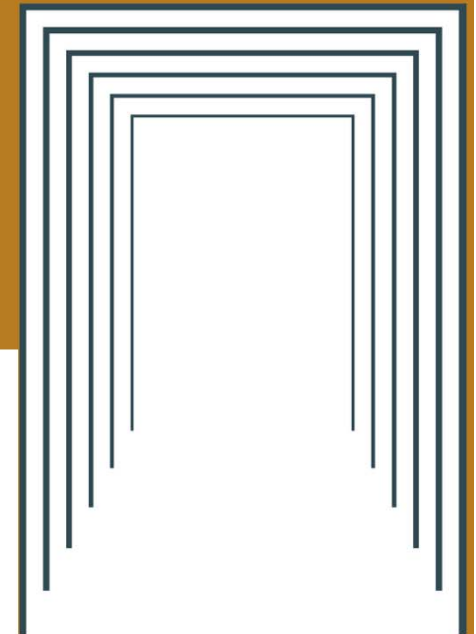
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CROSSING THE THRESHOLD

*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 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.*

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**WELCOME** XX

Huw Edwards, Broadcaster and Journalist and  
Vice President of the National Churches Trust

**FOREWARD** XX

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

**INTRODUCTION** XX

*Bringing Buildings Back into Mission* by Becky Payne  
and Wendy Coombey

**STAGE 1: PREPARING THE GROUND****CHAPTER 1** XX**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** XX**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** XX**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** XX**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  
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# CONTENTS

**STAGE 2: LOOKING AT YOUR OPTIONS****CHAPTER 5** XX**DEVELOPING YOUR IDEAS – OPTIONS  
APPRAISAL, FEASIBILITY STUDY, ARCHITECT'S  
BRIEF AND THE DESIGN STAGES**

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process of appointing an architect.

**CHAPTER 6** XX**BALANCING THE NEED FOR CHANGE  
WITH HERITAGE AND LITURGICAL  
CONSIDERATIONS – LEGALITIES AND  
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**STAGE 3: DELIVERING YOUR PROJECT****CHAPTER 7** XX**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** XX**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** XX**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** XX**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** XX**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** XX**COMPLETING APPLICATIONS –  
SELLING YOUR PROJECT TO FUNDERS**

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

**CHAPTER 13** XX**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** XX**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** XX**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** XX**FURTHER INFORMATION**

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

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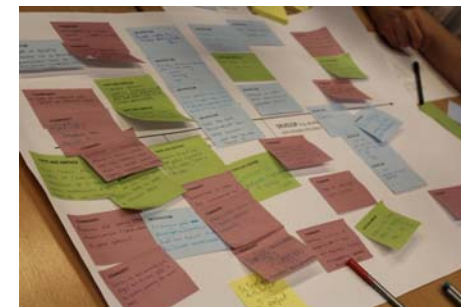
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## CHAPTER

## 2

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# UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY

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## 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



## CASE STUDY

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

[www.stmargaretscommunitytrust.co.uk](http://www.stmargaretscommunitytrust.co.uk)

[www.theunityhubb.co.uk](http://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 Hub 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 Hub 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 including Birmingham City Council including a community cohesion sea side trip, a tree dressing project and a joint Eid and Christmas celebration.

## 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?

☐



## TOP TIPS



- 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.



The updated and expanded toolkit will be available to  
download free of charge from the  
Hereford Diocesan website on the link address below:

[www.hereford.anglican.org/crossingthethresholdtoolkit](http://www.hereford.anglican.org/crossingthethresholdtoolkit)

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