

# Managing major building projects in places of worship

## LEARNING POINTS

### Roger Munday

#### Architect

#### Administrator, "Living Stones: The Church + Community Trust"

Roger Munday is the administrator of a charity helping churches of all denominations to maximise the use of their resources in serving God and their local community. He is also their northern fieldworker. Roger is a semi-retired architect and a Methodist lay preacher, whose career has for many years involved merging these two disciplines in working with church bodies to develop and realise their future direction, and to engage with the community around them. He lives in Hebden Bridge, West Yorkshire.

#### 1. Before we start

- a. Do we have a clear 'vision statement' of what it is we propose to do, and why?
- b. Have we considered all the other options?
- c. Has it been agreed by everyone, or are there those who oppose it?
- d. If so how are we going to keep them 'on-side'?
- e. Are we clear about how it fits with everything else we do or plan to do?
- f. How will we ensure that our management of the project is in line with the principles of our faith?
- g. Are we confident that we have the resources to manage this project ourselves, or do we need help?

#### 2. Who?

- a. Who (e.g. PCC, fabric committee) will be overseeing this project on our behalf - in other words whose name will be on the building contracts?
- b. Who outside of our faith group needs to be involved (e.g. community partnerships, stakeholders)?
- c. Who will be the lead point of contact for the construction team - if they need an urgent decision for example?
- d. Who will the lead point of contact for the rest of our faith group - to make sure everyone is up to date with what is going on?

#### 3. How?

- a. How much money do we think we will need to fund the work?
- b. How will the money be raised?
- c. How will we ensure that the money is available when needed (e.g. stage payments)?
- d. How will we ensure that the project stays within budget (cost planning, cost checks)?

#### 4. When?

- a. When do we hope the work to start?
- b. When would we like it all to be finished?
- c. When, in this overall timescale, do we need to do the things on this checklist (project planning)?

#### 5. What?

- a. What professional consultants do we need to appoint, and what help and advice do we need to select them?
- b. What legal duties do we have (e.g. health and safety law)?
- c. What permissions do we need from within our faith organisation?
- d. What permissions do we need from other authorities?
- e. What other building work would it make sense to do at the same time?

#### 6. Where?

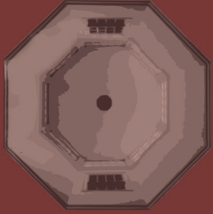
- a. Where will we do the things we do whilst the work is going on?
- b. Where can the builders go and where must they not go?

#### 7. What if?

- a. What will we need to do if unforeseen things cause the project to cost more than planned?
- b. What will we need to do if unforeseen things cause the project to take longer than planned?
- c. What can we do to avoid 'project creep'?
- d. What if something unexpected happens - how can we minimise the risks?

#### 8. And then . . .

- a. How will we measure whether our project has been success?
- b. What has been the effect of the project on our faith group?
- c. How can we use our experience to help others who may be planning something similar?



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### Martin Stancliffe

#### Partner, Architect at Purcell

For 25 years, Martin was director of Martin Stancliffe Architects before merging with Purcell in 2004. At St Paul's Cathedral, where he was Surveyor to the Fabric from 1990 to 2011, he instituted a long term programme of repair, conservation and adaptation work in anticipation of the St Paul's tercentenary in 2010. He has also worked extensively for English Heritage, the Churches Conservation Trust, and private owners on major country houses, as well as cultural and educational institutions. Martin is a Trustee of the Landmark Trust.

#### 1. Introduction

- a. The nature of the project will affect how you go about it
- b. Getting things done is more about people than about buildings.

#### 2. Where do you start?

- a. Do you have a church architect (inspecting architect)?
- b. How do you choose a project architect?
- c. Do you need a project manager?

#### 3. Agreeing the brief

#### 4. What design team may be needed?

- a. Historical analysis
- b. Engineers
- c. Cost control
- d. Conservation input
- e. Construction, Design and Management Expertise (CDM)

#### 5. Surveys

- a. The Quinquennial survey and report
- b. Drawn surveys
- c. 'Before' photographs

#### 6. What consents will be required?

- a. Church legislation
- b. Secular legislation
- c. Consultation.

#### 7. How do communications work between all concerned?

- a. Between design team and client team
- b. Within the design team
- c. Once contractors are appointed.

#### 8. Commissioning specialists

- a. Commissioning implies the requirement for design or research input
- b. Preliminary studies will save trouble later
- c. Desktop studies: conservation plans/statements, archaeological assessments, conservation reports
- d. Physical investigations: archaeology, engineering investigations, conservation tests

#### 9. Choosing contractors

- a. Selection processes
- b. Two stage tenders
- c. Working with rather than against the contractor.

#### 10. Site works

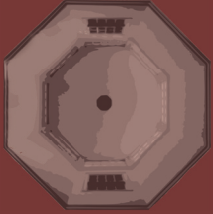
- a. Scaffolding and temporary roofs
- b. Timetables, control of noise and disturbance.

#### 11. Once on site

- a. Who controls who
- b. Programmes and progress
- c. Keeping tabs on costs.

#### 12. Records

- a. As executed drawings and job files
- b. Photographs
- c. CDM records/ O&M manuals



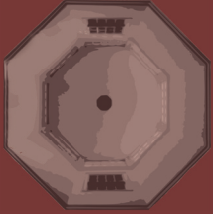
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### Wendy Coombey Community Partnership and Funding Officer, Diocese of Hereford

Wendy supports parishes in project development particularly those which encourage the closer working of Church and community. This may involve improvement of facilities and services, and the wider use of church buildings. She researches and promotes funding opportunities to help support these projects. Wendy represents the Diocese at a strategic level and within local partnerships and speaks at national conferences. She advises on heritage projects, buildings repairs, and administers the Diocesan Partnership Fund.

1. The most important element of developing a sustainable project is making sure that the project you are developing is based on a clearly identified need. Talk to and actively involve your community as much as possible. Use whatever statistics are available to support your case - interrogate the local authority, use Church House, to back up what your community is telling you. Talk to and involve Stakeholders who will tell you what issues they are trying to tackle. Invite local people onto the development group right at the beginning. That way, local people won't feel that things are being 'done unto them' but that they are involved and making a valuable contribution. Turn consultees into participants.
2. Define the role of any working or development group - agree terms of reference, with clear aims, objectives, lines of accountability and communication and actively seek the backing of the PCC or your ruling body or committee. Make sure that every member of the group is aware of the terms of reference and the boundaries to decision making and actions.
3. Secretariat - it is very important to any project that you have in place a secretary who will take good, accurate minutes that are produced quickly and that actions are followed up and reported back on. Your group will also need to schedule in regular meetings to keep your project moving forward.
4. When you are ready to approach architects, after all your consultations have been done and analysed, take time to write a good, comprehensive brief. Show stakeholders and consultees the brief - will this brief provide a solution and a way of addressing needs? Build into the brief a requirement for the architect to attend community consultations and meet and talk to local people. Ask them what their track record is in this before appointing them.
5. Do you have hidden skills within the congregation to help develop and deliver the project? Tell them what you need and ask if anyone has those skills - you may be surprised!! Don't use the usual suspects - they are probably already busy and pushed - use fresh enthusiasm and people whenever you can. Look to your wider community - who can help from beyond the church door? Can you work in partnership with others to deliver this? Get the support of local people who may never come to church but can see a value in what you are doing. Ask for help from other organisations - use their staff and skills. Don't let the Vicar do it all - that's not to say they can't be involved - their support is invaluable, but priests move on and you need your project to be grounded in the local community, not just one person - as wonderful as they are!! Talk to and work with other organisations - local authorities, Parish Councils, other organisations, your local Councillors, officers, CPSO, schools - get them embedded in the project right from the start - share resources, whether that's people, facilities, premises, skills and funds.
6. Business Planning - you need to know that your project is going to pay its way - where is your income going to come from? What are your start-up costs? What is your charging structure? What is your rental structure? What are your financial outgoings going to be? A business plan is a way of focussing the mind on specific elements of a project and there are plenty of good templates out there - and your funders will want to see one!!
7. Licenses and Leases - if you are going to offer leased space to a tenant, remember this is a specialised area which you will need to take sound legal advice on. There are models out there - but each one will need to be negotiated on a case by case basis - try to get it right first time - it saves pain and expense in the long run. Don't be afraid to talk about money - get this right and it can ensure your sustainability.
8. Communicate your project well and put in place a communication strategy - don't assume that people know what you are doing. Go and talk to people, use newsletters, web sites, community meetings, piggy back on local events, talk to your parish council, tell people what you are doing and why.
9. Governance - there are various models of Governance, and you need to give consideration to what structure suits your project best - talk to other projects, speak to your Diocesan Legal advisor - consider the options carefully - if you get this wrong it can cause pain and expense in the long run. Don't forget the Church Council is a legal entity in its own right - and it's not always necessary to come up with a new complex structure when what you have is perfectly adequate for what you want to do. Take advice from your Registrar or Diocesan Legal Advisor if



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### Graham Collings Independent Fundraiser

Fundraising is not a difficult skill to learn, and most churches have some experience of it. Dozens of churches have raised six and seven figure sums for their building projects over the past year - yours could too! Graham will discuss techniques and tactics required in large-scale fundraising campaigns as well as key areas of fundraising such as: timescales, the stages of your appeal, fundraising management and dos and don'ts.

- 1. Are you ready to start asking for money?** It's tempting to get on with asking people for money quickly, but have you reached that stage? Is the vision clear? Has your project been fully costed? Have you set out a strong case for support? Is your target realistic, and what are your plans for fundraising?
- 2. Have you done a Community Audit or a Business Plan?** Larger projects may well need both of these. Funding bodies will be looking for evidence that your project is needed, and that it is well-planned and realistic. Working on these is also a good way of getting church members involved.
- 3. It's not just about the building.** Your plans for the new extension may look wonderful, but most donors are more interested in the benefits for people. How will church members benefit? How will the project enable you to work more closely with the wider community? What will you be able to do that you can't do at present?
- 4. Ask church members first.** 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.
- 5. Be open about money.** For fundraising to be effective, you'll need to be upfront about levels of giving needed, funding targets and deadlines, and church finances in general.
- 6. Not just a Gift Day.** Gift Days can be very successful, but will not achieve much on their own. Meetings, one to ones, and presentations will be needed to explain the project, build motivation and enthusiasm, and deal with objections and concerns.
- 7. Be realistic about external funding.** Is your project likely to be of interest to external funders? Do some research first to check the potential and identify sources in your area. What have other churches achieved?
- 8. Team effort.** The appeal will need strong leadership, a steering committee of some kind, good administrative support, and lots of people helping through prayer and in many different ways. The fundraising process works best when lots of people are involved in lots of activities - but well coordinated and within a short timescale.
- 9. Appeal timescale.** Enthusiasm and momentum can soon be lost if things are allowed to drag on. The appeal should be top priority for your church - but only for a limited period. Depending on the size and complexity of the project, plan for this stage to be completed in roughly 2 years, i.e. 6 months for preparation and planning; 3 months for the members appeal; 12 -15 months for the external appeal.
- 10. Fundraising is a people business.** 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 convince the sceptics, to identify and use contacts that people may have, and not least to convey your enthusiasm!