

# Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## Historic England

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**BOP**  
CONSULTING



THE CHURCHES CONSERVATION TRUST



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# 1. Executive summary

## 1.1 About the research

BOP Consulting was commissioned in October 2014 to undertake an evaluation of the impact of the Churches Conservation Trust (CCT) model for investment in Condition, Maintenance and Repair for historic places of worship.

This research interrogates the CCT's models for investment and social engagement. Specifically it aims to:

- Evaluate the conservation deficit of historic places of worship at the time of vesting with the CCT.
- Assess the cost effectiveness of the CCT's model of up-front capital investment followed by planned, long-term maintenance as a means of preventing a rising conservation deficit.
- Assess the value of capital investment and the impact of this on the significance and on-going sustainability of the building.
- Evaluate and report on the range of key factors that lead to the conservation deficit.
- Understand to a better degree the impact of preventative intervention through the local engagement model which the CCT employs when dealing with buildings that are at risk of closure and vesting if the local community does not take positive responsibility for its church.

## 1.2 Conclusions from the quantitative analysis

The quantitative analysis presented in this report is the first systematic analysis of the CCT's financial investment in the conservation of many of England's most historic church properties. It attempts to answer a

number of key questions for Historic England regarding the CCT's work over the past 40+ years, and in particular to:

- assess the cost effectiveness of the CCT's current 'post '93' management model, compared to the previous 'pre '93' model;
- establish the conservation deficit of churches in the CCT portfolio;
- understand the factors that influence the CCT's ongoing conservation expenditure.

### Cost effectiveness

After normalising the data to take account of inflation, the results confirm that the CCT's post '93 model does indeed have a higher upfront cost, while the more 'ad hoc' approach in the pre '93 investment model shows higher costs at later stages. In a direct comparison over 15 years, the total expenditure for the post '93 model is still higher, though the gap with the expenditure level of the pre '93 model decreases significantly over time.

However, as heritage is a long term business it is important to understand how cost-effectiveness works out over a longer timescale. Using an econometric model to forecast the data for a 30-year period suggests a long-term saving for CCT through implementing the post '93 investment. The point at which the post '93 model becomes more cost effective than the pre '93 model is between 19 and 20 years after vesting. Utilising the post '93 investment approach therefore produces an estimated saving to CCT of £136,511 per church over a 30-year period, a 29% saving compared to the pre '93 model.

But this direct comparison implicitly assumes that there are no major differences between the two groups of churches in each model. If there are significant differences between the two groups of churches, then the identified differences in expenditure patterns cannot accurately be attributed to the different management models. To investigate whether the two groups of churches are similar, we examined the initial state of the churches at vesting by estimating the conservation deficit of the churches under the two models.

## Conservation deficit

The data shows a clear trend: that more recent churches tend to have a higher conservation deficit. The average conservation deficit for the post '93 churches (£231,274) is a third greater than for the average for the pre '93 churches (£154,659). This suggests that the churches vested after 1993 have required a larger amount of work to be undertaken than those in the earlier era.

This difference in conservation deficit could be explained by a number of factors:

- profile (e.g. age, size, location);
- the particular dynamics of usage over time (e.g. if the church was left closed and not used for a length of time before vesting);
- prior repair and conservation work

It was not possible to test for these factors within the quantitative analysis, but they are explored through the case studies.

The project's steering group has identified factors that would be particularly useful to explore at a later date (pending availability of the dataset. Factors include: date of the latest overhaul of the roof (understanding that such repair is a major expenditure), a more subtle definition of the period of building (e.g. medieval versus post medieval), and listed status.

## Cost effectiveness re-visited

We therefore assessed the average cumulative amount spent per year as a percentage of the initial conservation deficit, as this method controls to a more accurate degree for the variance of the churches in the two management models. This more refined analysis produces markedly different results:

- the post '93 model now shows a net saving after year 9;
- from the perspective of the entire 30 year timespan, the post '93 model leads to an efficiency gain of 53% over the pre '93 model.

## Building efficiency

The investment made under the post '93 management model also leads to an additional financial advantage. Over the seven year period for which data is available, the post '93 churches are more efficient in their utilities consumption in each year, and the discrepancy widens across the time period. The CCT might find it helpful to explore why this decrease in utilities costs has come about.

## Factors that influence the CCT's ongoing conservation expenditure

The first years of vesting have the highest levels of expenditure as they represent - for both models - an investment phase (both pre and post '93 models have a peak expenditure around year 1). Higher expenditure in later periods is therefore likely to be driven by unforeseen circumstances. But does the difference in management models make any difference to the sums that have to be invested down the line to cover these circumstances?

We used a probability analysis to test how likely it is that a church will need to make a 'critical', high level of expenditure between year 5 and year 15 after vesting. The results suggest that the post '93 model is slightly better in providing increased protection to church buildings from unforeseen events. However, the incidence of expenditure breaching a critical level is still high for both models, indicating that the CCT portfolio is still very susceptible to unforeseen events.

To look at what factors might trigger later periods of critical expenditure, we used a linear probability econometric model. This model suggests that the base probability for every church to have a critical expenditure level between years 5 and 15 after vesting is 32%. Churches in urban areas are more likely to experience an incidence of expenditure above the defined critical level (an additional 17%), as are churches from the 15th century (an additional 15%). However, this probability analysis is restricted by the small number of explanatory variables that are available to test within the econometric model. A wider range of explanatory factors is discussed in the case studies below.

## 1.3 Conclusions from the quantitative analysis

The qualitative analysis presented in this report in the form of case studies:

- firstly provides insights on the social and economic factors influencing the condition of the churches vested in the CCT, and therefore the conservation deficit and level of investment needed at vesting;
- secondly looks at the factors influencing the outcome for a church engaged in the CCT's preventative scheme, and in particular factors that lead to the successful engagement of a community with a church building.

We used a combination of interviews with key informants at the CCT and the CC, and analysis of archives at the CCT and the CC.

### About the choice of case studies

One of the aims of the research was to evaluate and report on the *range of key factors* that lead to the conservation deficit at the time of vesting in the Churches Conservation Trust. The case study churches were chosen to reflect the widest variety of circumstances that can pertain to a particular place of worship that is finally vested; location (rural or urban), building age, building size, building materials, prior use if any, the length of time between closure and transferral to the CCT, legal transfer model. The case studies *cannot* therefore be said to reflect a statistical representation of factors for churches being vested.

### Factors that influence the conservation deficit of churches vested in the CCT's estate

We examined empirically the factors that have had an influence on the conservation deficit of the churches. Factors may be categorised by types as follow.

- Static factors:
  - deterioration of the fabric due to the nature of building materials often combined with unfavourable local conditions (Waterloo and Princetown);
  - location in urban environments where a disused building is vulnerable to heritage crime (Waterloo and Bristol St Paul).

Occurrence of one or more such static factor has by itself an important bearing on the conservation deficit at vesting. Bristol St Paul's, Princetown and Waterloo are the churches within the case studies sample whose conservation deficit is highest. Ongoing repairs also continue to be high.

- Dynamic worship uses:
  - neglect while the church is still used for worship due to diminishing financial capacity of the parish to sustain repair needs (Princetown);
  - sometimes combined with the need to prioritise the use of resources when more than one church is cared for by a parish (Cranford and East Bradenham).

A longer period of neglect systematically results in a higher conservation deficit. While lack of financial capacity of a parish is not alone meant to be a principal rationale for bringing the building into the CCT's care, it often is a contributing factor as a direct consequence of a diminishing size of the parish relative to the financial liability. Mixed use (for worship and other community events) may be an alternative. This is further explored below when looking at the Social Engagement Model.

The Church of England holds data about parishes' size and number of churches per parish. A map of small parishes caring for more than one

significant church could be easily drawn to identify churches /parishes at risk of closure. Targeted support could be provided to engage with the community, and enable alternative uses or other funding sources to be explored in good time.

- Dynamic non-worship uses:
  - neglect or disrepair while the church is being used after closure for non-ecclesiastic uses, failing to abide by the terms of the lease with the diocese regarding maintenance duties and/or authorised uses (St Martin’s Colchester, reused as an arts centre and Waldershare, reused as a monument).

The CC hold data about significant churches reused under a lease. It is unlikely that all reused buildings by dioceses could be supported. Perhaps a shared register of leases of churches of architectural significance could help with monitoring risks.

- Factors linked to the regulations of the vesting process:
  - prolonged neglect during the vesting process aggravates static factors and disrepair conditions produced by past neglect (Princetown, Waterloo, Bristol St Paul’s, St Martin’s Colchester, Waldershare); in this respect direct vesting is effective at avoiding such aggravation for straight-forward cases (East Heselton, Satterleigh, Cranford);
  - a long period of search for alternative reuse, often with numerous failed opportunities also contributes to prolonging the period of neglect; the MPM imposes that churches can only be vested if no other alternative use is found, which means that all suitable offers will be investigated;
  - local representations raised which object to the closure (Princetown, East Bradenham);
  - insufficient financial resources available for CCT to take the building into their care, due to cost of repairs being too high within the funding triennium (Waterloo, Little Cawthorpe); in such cases demolition is pushed forward as an option, which triggers additional processes (up to a non-statutory inquiry to the Secretary

of State, as in the extreme case of Waterloo which added six years to an already long process);

- pre-vesting packages are effective at releasing some of the burden of the repair costs from the CCT, but they also extend the vesting process and therefore a period of potentially continuing neglect (Waldershare, Bristol St Paul’s).

CCT strategic approach is to systematically explore opportunities for pre-vesting packages to raise awareness on its limited resources and share responsibility of the future of the building with the local parish. Large pre-vesting packages have been critical to enable the CCT to proceed with vesting in some cases (e.g. Waterloo, Bristol St Paul), and small packages such as those involving only the Old Church Repair Fund are equally useful.

- Unforeseeable events:
  - Extreme weather conditions such as a storm
  - Heritage crime (i.e. vandalism, arson, metal theft)

In the worst cases, those factors combine to produce high conservation deficits.

### **Factors that influence the occurrence of large repair bills after the initial period of investment**

We have searched for recurring factors that may influence large repair bills in the later years of vesting, looking particularly for large intervention expenditure.

The definition of ‘large’ is broadly any year showing expenditure higher than c. £20k. It is different from the ‘critical high expenditure’ concept applied in the quantitative analysis.

Factors included:

- Repairs to address continuing deterioration of the fabric due to static factors (Princetown)
- Unplanned interventions such as expenses engaged to provide kitchen and bathroom facilities for the community using the churches (Waterloo, St Martin’s Colchester)

- Heritage crime (i.e. vandalism, arson, metal theft).

### Factors that influence community engagement within the CCT's Social Engagement Model

Our analysis of the CCT's social engagement 'pilot' work particularly looked for those key changes that allow a community to find successful uses for the building. We found that common factors to all projects included the:

- ability of the wider community to explore use beyond use of worship.

The CCT's skills at facilitating partnership working and local consultation is a key determinant in shifting mindsets.

- ability of the community to generate long term engagement across a variety of local partners and mobilise funding schemes. To achieve this, the CCT's expertise itself or support to access professional advice helps. The social engagement model addresses this directly and shows early signs of success.

The programme currently focuses on churches in more urban environments or earmarked cases where there are communities open to engagement.

### Recommendations

For future analysis, it would be useful if the following data was readily available for all churches vested in CCT's estate:

- Listed status
- Date of latest overhaul of roof (pre-vesting)
- Relevant period (medieval versus post medieval, or any other suitable category)
- Size of the church
- Parish population at vesting
- Number of churches looked after by the parish
- Years of inspection reports

### GLOSSARY:

ABRC: Advisory Board for Redundant Churches

AHF: Architecture Heritage Fund

BCHT: Benington Community Heritage Trust

CCT: Churches Conservation Trust

CTFC: Churches Trust for Cumbria

DRCUC: Diocesan Redundant Churches Use Committee

DCMS: Department for Culture, Media & Sport

HLF: Heritage Lottery Fund

LPA: Local Planning Authority

MPM: Mission and Pastoral Measure

PCC: Parochial Church Council

RCF: Redundant Churches Fund (now CCT)

# 2. Introduction

## 2.1 BOP's brief

BOP Consulting was commissioned in October 2014 to undertake an evaluation of the impact of the Churches Conservation Trust (CCT) model for investment in Condition, Maintenance and Repair for historic places of worship.

In December 2014, an expansion of the quantitative analysis of the CCT's investment model was agreed, adding two additional research questions: first, an analysis of the number of churches vested in any given year, and an exploratory assessment of possible correlation with external factors (economic, social, demographic); second, the development of probability models for the occurrence of large expenditure across a range of factors (urban/rural location, age, year since vesting, year since last inspection report). Both analyses would be performed for the full CCT estate (345 churches).

## 2.2 Research questions and methodology

### Research questions

This research interrogates the CCT's models for investment and social engagement. Specifically it aims to:

- Evaluate the conservation deficit of historic places of worship at the time of vesting with the CCT.
- Assess the cost effectiveness of the CCT's model of up-front capital investment followed by planned, long-term maintenance as a means of preventing a rising conservation deficit.

- Assess the value of capital investment and the impact of this on the significance and on-going sustainability of the building.
- Evaluate and report on the range of key factors that lead to the conservation deficit.
- Understand to a better degree the impact of preventative intervention through the local engagement model which the CCT employs when dealing with buildings that are at risk of closure and vesting if the local community does not take positive responsibility for its church.

### Quantitative approach

The quantitative analysis focused on data collected through extensive archive work. The research team created four different data sets including financial expenditure<sup>1</sup> in the churches per year, estimates of conservation deficits<sup>2</sup>, utilities expenditure and elements defining the profile of the churches. Since some churches were vested in the CCT in the 1970s (and inevitably some information has been lost), together with the limited resources of the research, it was not possible to present the same level of detail for every single church.

A main focus of the quantitative analysis is to compare the different outcomes and performance of each of the management models (pre and post 1993). However, where possible, the quantitative analysis also shows what other church characteristics and factors may determine different outcomes.

The quantitative analysis directly assesses the cost effectiveness of the CCT's model of upfront capital and the value of this investment. The most important analysis in the quantitative analysis is to understand if the upfront cost/investment in churches, which characterises the CCT's post '93 model, is actually saving money in the long term. To assess this question we used a database of actual expenditure. We then assessed if this upfront investment translates into lower total expenditure during the long term (we tested this for a 15- and a 30-year period).

<sup>1</sup> Given that the data ranges from 1970 to 2014, all the financial information was adjusted for inflation

<sup>2</sup> This database addresses the first research question of evaluating the conservation deficit at vesting

To identify the key factors that lead to the conservation deficit, we developed a probability model for high level of expenditure that investigates a number of different variables such as church location, period and style, which may help explain the differences in the conservation deficit of different churches.

### Qualitative approach

Using more qualitative methods, we then developed two sets of case studies.

Firstly, we looked at 11 cases of churches vested in the CCT under the 'new' post '93 model of investment, in order to further understand the factors that influence the conservation deficit. For each church of these 11 churches, the analysis reprises and expands on some of the key quantitative concepts developed in the first part of the report, specifically:

- Description of the conservation deficit at vesting, augmented by an analysis of the factors that have influenced it.
- Description of actual conservation expenditure engaged by the CCT – after vesting, and sometimes before through pre-vesting packages – augmented by an analysis of the factors that continue to influence the state of repair of the churches. Where possible, a commentary on large expenditure is provided in order to better understand the nature of unplanned expenses after vesting.

The analysis also provide an extensive view of the particular characteristics of the churches, including:

- profile (age, location, size);
- dynamics of usage over time (e.g. if the church was left closed and not used for a length of time before vesting);
- prior repair and conservation work (e.g. 'undoing' the effects of some past interventions);
- history of recommendations by statutory authorities and consultees, local community response and different perspectives by the various stakeholders throughout the vesting process, and how they have influenced the condition of the church.

One of the aims of the research was to evaluate and report on the *range of key factors* that lead to the conservation deficit at the time of vesting in the Churches Conservation Trust. The case study churches were chosen to reflect the widest variety of circumstances that can pertain to a particular place of worship that is finally vested; location (rural or urban), building age, building size, building materials, prior use if any, the length of time between closure and transferral to the CCT, legal transfer model. The case studies *cannot* therefore be said to reflect a statistical representation of factors for churches being vested.

In addition, it should be noted that we made no assessment or comparative assessment of the heritage value of churches studied in this report.

Secondly, we look at three cases of churches that have been – or are still – looked after by CCT's Regeneration Team under their Social Engagement Model. Through these examples we explore the challenges faced by the stakeholders and the outcomes achieved through the CCT's preventative work to date.

# 3. Context

There are currently over 16,000 parish church buildings in the care of the Church of England. Over the past 45 years, 1,883 churches have closed in total, i.e. c. 10% of the portfolio.

More than half of the churches closed for worship have found an alternative use, being sold or leased by dioceses. 25% have been demolished.

A total of 346 churches have been vested in the care of the CCT between its creation in 1969 and 2013. This represents 18% of the church buildings or sites that have been settled under the Mission and Pastoral Measure or 2% of the total church buildings.

**Figure 1**Future of churches closed since 1969

Closed	Alternative use	Demolition	Vested in CCT	Other preservation
1883	1054	476	344	9
100%	56%	25%	18%	1%

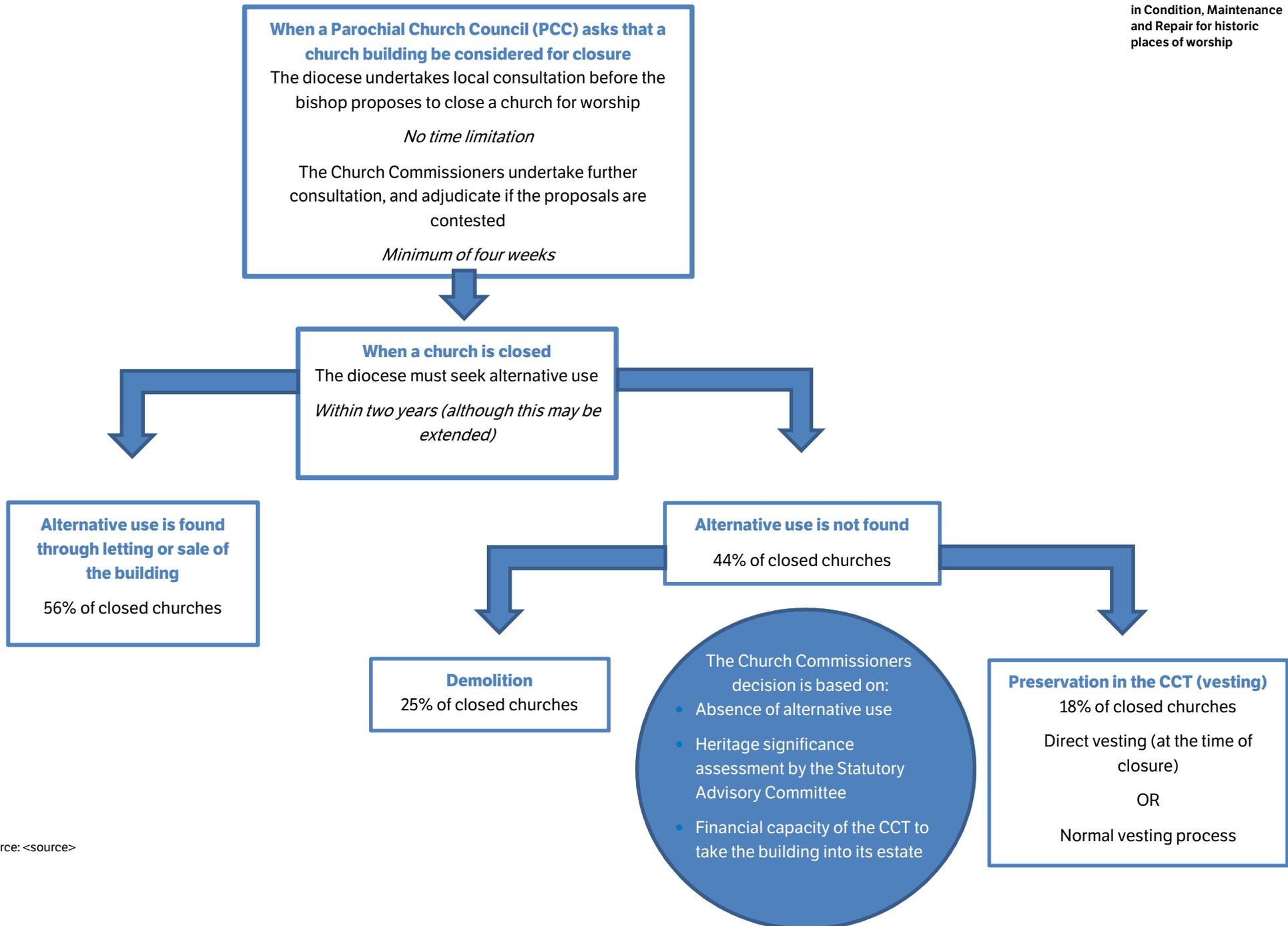
Source: Church Commissioners (2014)

The decision to vest a church lies in the combination of three factors; whereby the Church Commissioners must be satisfied that:

- First, the Church Commissioners (CC) must concur with the Parochial Church Council’s (PCC) and dioceses’ view that the building should be formally closed for worship and that no alternative use is possible;
- Following consultation with their statutory advisors, the statutory advisory committees of the Church Buildings Council, that the building is of such merit that it ought to be preserved;
- Following consultation with the CCT, that the latter will have the resources to repair and maintain it.

The diagram below summarises the process.

Figure 2 Decision process from closure to vesting



### 3.1 CCT's model of investment in condition, maintenance and repair for historic places of worship

Since 1993 the CCT has adopted new policy for investment in the condition, maintenance and repair of the church buildings and sites in its care. The new model involves:

- A major capital investment repair programme at vesting where the entirety of urgent and non-urgent works identified in the proceeding 10 year period are undertaken upon vesting<sup>3</sup>.

The total estimated repair bill is based on the survey commissioned by the CCT to assess the feasibility of vesting. Regulations require the CCT to complete the investment programme within the first six years after vesting.

The overall core grant is determined by the Department for Culture, Media & Sport (DCMS) which is then matched by the Church Commissioners (currently 70%/30%), from which the CCT agree with the Church Commissioners a ring-fenced amount to spend on new vestings - currently £2.2m every three years (per triennium). In practice however the budget may be altered yearly, and the risk of cuts is high in the current economic environment.

- An ongoing maintenance regime of the CCT's buildings where future repair and maintenance needs for all churches are planned over a nine-year period.

The urgency of repair needs and associated costs are defined by the inspection reports commissioned by the CCT. Inspection reports are obtained from professionally qualified and exceptionally qualified people. They are deemed to provide a satisfactory reflection of the repair needs, however it is accepted that inspections may not always

be conducted up-close (particularly close inspections of roofs). This may impact the reliability of the estimates.

Currently the CCT systematically inspects a third of its estate every three years, so each building will be inspected every nine years. The nine-year repair plans are then reviewed by the CCT's three regional officers who will moderate repair plans within the CCT's available budget.

Currently future maintenance costs are estimated at c. £37m for the period 2014-2024.

Before 1993, repairs were undertaken on a more ad hoc basis.

### 3.2 CCT's social engagement model

In 2007 the Mission and Pastoral Measure (MPM) introduced a power enabling the CCT to advise and assist churches still in use for worship or closed but not vested in certain circumstances. The intention was to create a pilot programme where the CCT should apply its expertise to help prevent the closure of church buildings which were of a quality such that, if closed, it was probable that the building would be vested in the CCT.

In the CCT's view, a building will have a sustained long term future not only if it is repaired and physically maintained, but also if it continues to serve and be relevant to the local community in a number of ways. Therefore the social engagement model (or preventative scheme) assumes the hypothesis that a local ownership and management model should remain the default position, and is always preferable to vesting the building into the trust.

A support officer dedicated to the scheme was initially funded by Historic England. This has now ended and the preventative cases are looked after by the CCT Regeneration four-staff Team.

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<sup>3</sup> 10 years is the strict cut-off point established by CCT. It means that if a report was mentioning repairs to be undertaken beyond 10 years, these would not be undertaken by the CCT at vesting.

The CCT works as an advisor, consultant and partner alongside local people and has no authority over decisions made about the future of the building. Work typically involves:

- Talking to local people to explore use of the church building beyond use of worship.
- Keeping an open dialogue within the local community with regards to the choice of ownership model.
- Helping local people to produce options, appraisals and business plans to determine what is necessary, feasible and sustainable.

To date, the CCT has applied this model to four churches either in use or already closed: St Mary's, Brighton; All Saints', Bennington; St Lawrence's, Crosby Ravensworth; St Michael's, Brampton Abbots. The first three are detailed in this study at section 4.2.

# 4. Quantitative results

## 4.1 About the archive work

The archive work focused on a sub-sample of the CCT portfolio. It was mostly carried out at the CCT's premises in London. The archive consisted mainly of boxes containing several folders organised chronologically. However, the information contained in the archive was not consistent for all churches nor was it all necessarily relevant for the purposes of this report. The BOP research team manually identified individual invoices and payment orders to create a data set of expenditure per year by each church.

The research work also identified several inspection reports that were periodically carried out for the churches. However, these reports had no consistent structure or format and not all versions included an estimate cost (a key piece of information for this analysis).

## 4.2 The data set

For the purpose of the quantitative results presented in section 4, we developed several related datasets:

- **Financial expenditure (1971-2014):** For a limited number of churches (69) we have been able to build a time-series of annual CCT expenditure. Naturally, as different churches have different vesting dates the period covered by the data varies by church.
- **Inspection reports:** We were able to identify 139 inspection reports with estimated costs. These inspection reports were divided into two different groups for the purpose of our analysis: "vesting reports" that

presented an estimated cost of work necessary at vesting, and recurrent inspection reports that presented estimates of costs for work to be undertaken in later periods.

- **Utilities and related expenditure (2010-2014):** For a set of 91 churches, CCT has maintained a database of utilities expenditure (Electricity, Gas and Water).
- **Detailed expenditure database (2010-2014):** For a set of 144 churches, CCT have classified the expenditure made in the period 2010-14 as 'Ad hoc' or 'Regular'.

As the data set covers more than 40 years, all the figures were adjusted to be the equivalent of 2010 pounds, denoted in the charts as 'Real £'. The details and figures used are available in the Appendix.

As the description above implies, the financial analysis presented in the report is drawn from different datasets. Additionally, we obtained further data on the churches within the full CCT portfolio (346 churches), not just the sample identified for the archive work. Analysis of the whole portfolio allows us to understand some of the basic characteristics of the churches. In particular, we have classified the portfolio according to:

- build period (understood as the century that can be most significantly related to the building, given that most buildings have been subjected to multiple changes across centuries)
- region (more specifically the nine Government Office regions NUTS 1 for England)
- settlement type (urban-rural).

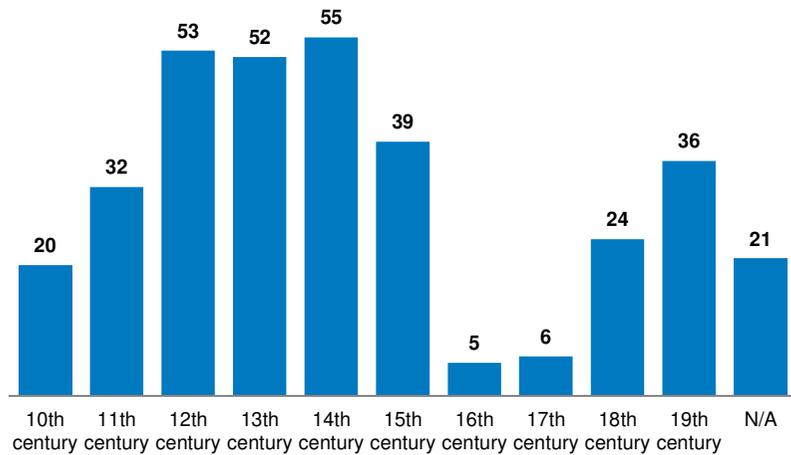
Based on the individual profile of each church we assigned each one to a period, ranging from the 10<sup>th</sup> century to the 19<sup>th</sup> century<sup>4</sup>. Although it is beyond the scope of this study to understand how these churches came into the portfolio, it is consistent with peaks in church-

<sup>4</sup> This information was captured from the CCT website. In 21 cases, it was not possible to assign the churches to any single century, such was the complexity of their history or the sparseness of the information. These have therefore been classified as 'N/A' in Figure 3.

building in England that most CCT churches were built during or around the 12<sup>th</sup>-14<sup>th</sup> centuries and the 19<sup>th</sup> century.

This approach by century is used as a proxy to understand if the age of the building influences their conservation deficit and pattern of expenditures after vesting. Other criteria may be useful to expand this analysis: period (e.g. medieval versus post medieval), latest date at which the roof was repaired.

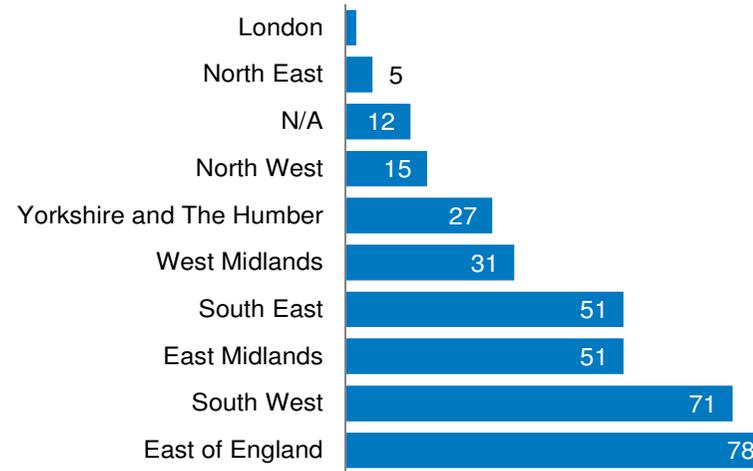
**Figure 3 Churches within the CCT portfolio, by build period, 2014**



Source: CCT (2014), n = 346

A different perspective is to understand the geographical spread of the existing portfolio. Postcode analysis shows a concentration of churches in the portfolio in the East of England and the South West, with many also in the South East and the East Midlands.

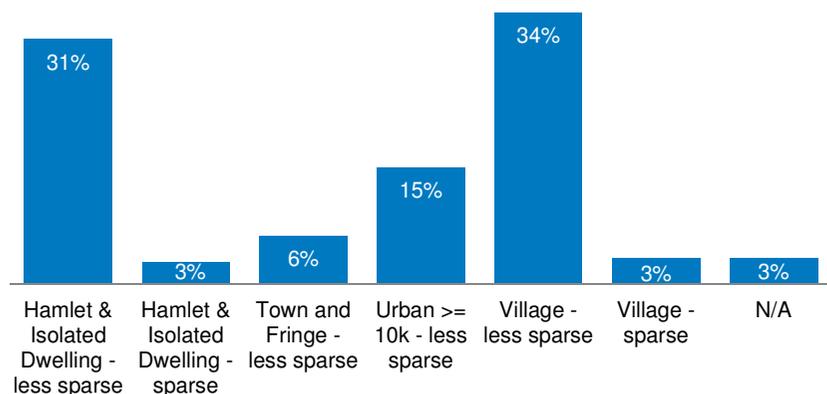
**Figure 4 Churches within the CCT portfolio, by region, 2014**



Source: CCT (2014), n = 346

Also based on the postcode data, we classified the different locations of the churches in the portfolio in terms of settlement, from isolated dwelling to urban. Most of the portfolio is located in less densely populated areas such as villages.

**Figure 5 Churches within the CCT portfolio, by settlement type, 2014**



Source: CCT (2014), n = 346

#### 4.2.1 Comparing the pre '93 and the post '93 model

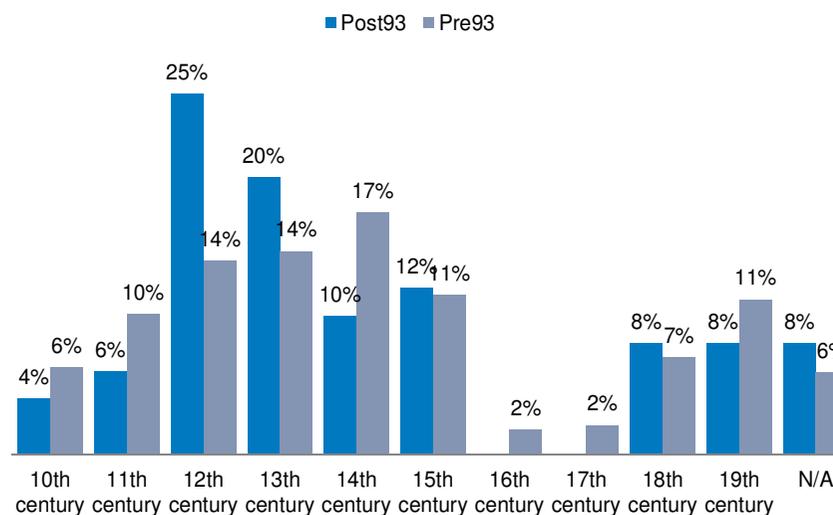
The characteristics of the churches in the CCT portfolio allow us to construct some preliminary questions. For example, when comparing the post '93 and the pre '93 model, to what extent can results be compared directly, as the churches vested under each model may be completely different?

Figure 6 below compares the churches vested under each model, classified by their construction period. The result suggests that despite having been vested more recently, the post '93 churches are on average actually older, as the post '93 churches are more concentrated around the 12<sup>th</sup>/13<sup>th</sup> century versus the 14<sup>th</sup> century for the pre '93 model. Though this might sound slightly counterintuitive at first glance, there are some possible rationales for this pattern.

One explanation for this is that parishes in the pre '93 period may have more often retained the most historic churches (given their greater perceived historic and/or aesthetic value), while vesting the younger

churches to the CCT. It would then follow that, as church attendance declined further, more of the remaining older churches would have lost their congregation and so these churches, as they would have been closed more recently, would have been vested more recently. However, it should be noted that this dynamic may have changed in light of wider changes in the heritage sector. For instance, at St Mary's in East Bradenham (section 5 below), the parish chose to close the more historic of two medieval churches. This decision was taken because it was deemed that as grant-aid would be more achievable because of the greater heritage value of the earlier church. This rationale makes sense at the time (1996), as this was not long after the establishment of the Heritage Lottery Fund (HLF) in 1994, which has the historic value of the asset as one of its key grant criteria.

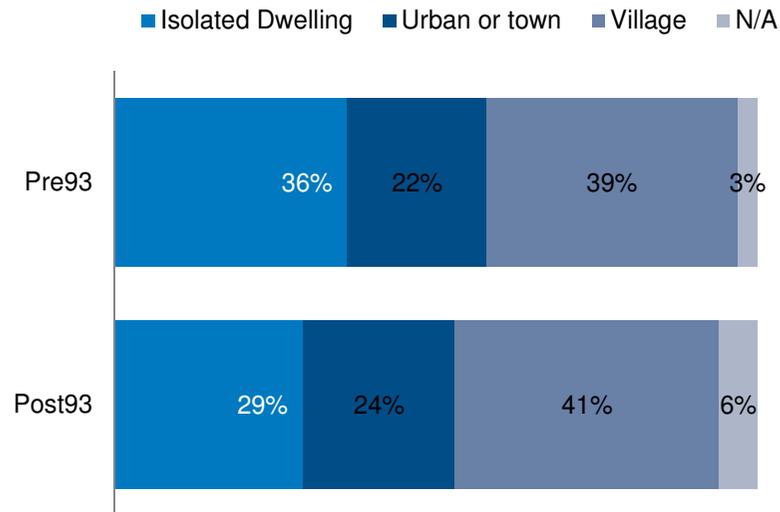
**Figure 6 Churches within the CCT portfolio, by build period and by pre and post '93 vesting era, 2014**



Source: CCT (2014), n = 346

The next chart compares the settlement type that characterises where the churches from the two different eras are located.

**Figure 7 Churches within the CCT portfolio, by settlement type and by pre and post '93 vesting era, 2014**



Source: CCT (2014), n = 346

## 4.3 Vesting analysis

The vesting period is key to our analysis. The data covers a period of more than 40 years, so an analysis per year is of limited use. To better understand the pattern between the two investment models we developed an analysis that looks at the spending pattern across time.

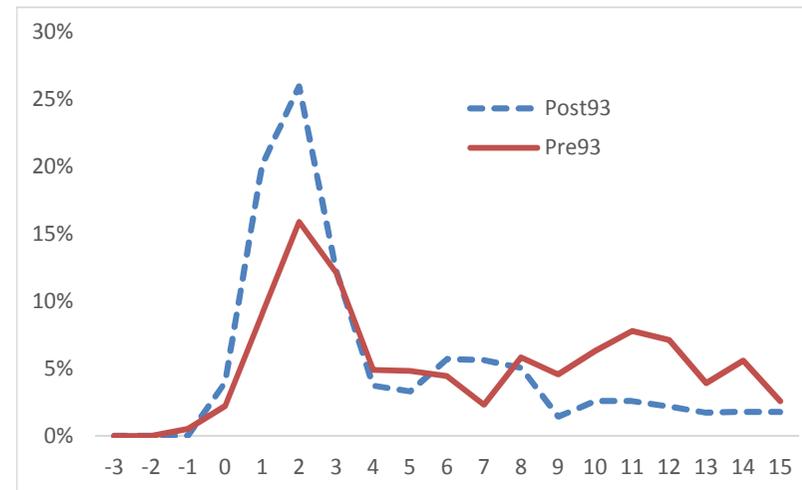
### 4.3.1 Fifteen year analysis

Figure 8 below shows CCT expenditure per year from three years before vesting (as the CCT has occasionally made investment in churches prior to taking formal ownership of the property), up to 15 years after vesting.

The analysis could not be extended over a greater length of time as churches vested after 2000 do not have the required 15 years of data.<sup>5</sup>

From our consultations with stakeholders, we identified that a main feature of the post '93 model is to intentionally invest more resources in churches upfront. The next chart presents the structure of the investment in the churches as a percentage of the total investment made over the first 15 years. The results confirm that the post '93 model does indeed have a higher upfront cost, while the more 'ad hoc' approach in the pre '93 investment model shows higher costs at later stages. Both models have a peak around year one.

**Figure 8 CCT expenditure per year since vesting as % of total expenditure (in real £), for a 15-year period, by management model, 2014**



Source: BOP Consulting (2014), n = 69

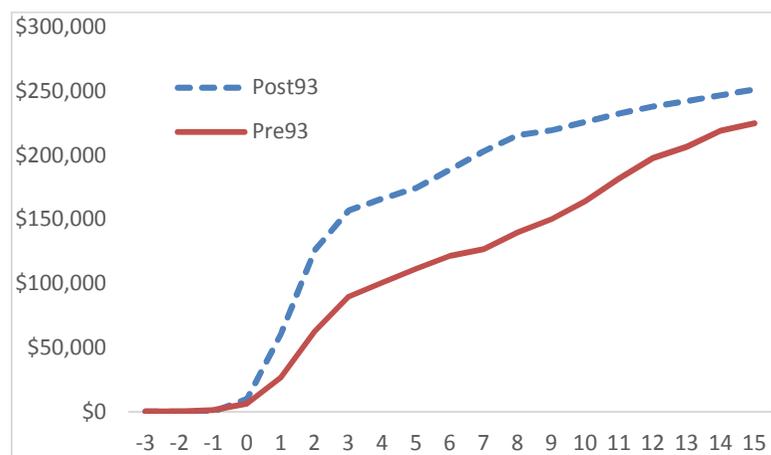
One of the more important research questions is to understand if the upfront higher cost in the post '93 management model translates into net savings in the long term.

<sup>5</sup> To ensure that this did not lead to any bias in the results (as fewer churches were included in the post '93 cohort), we ran the same analysis for a 10 year period (which meant only

churches from after 2005 were excluded) and the same basic patterns were identified. The results of this 10-year analysis can be found in the Appendix.

Figure 9 below plots the cumulative average expenditure during the first 15 years after vesting to test this idea. This shows that the total expenditure for the post '93 model is still higher after 15 years, though it is clear from the chart that the gap between the expenditure levels decreases significantly over time<sup>6</sup>.

**Figure 9 Average cumulative CCT expenditure per year since vesting (in real £), for a 15-year period, by management model, 2014**



Source: BOP Consulting (2014), n = 69

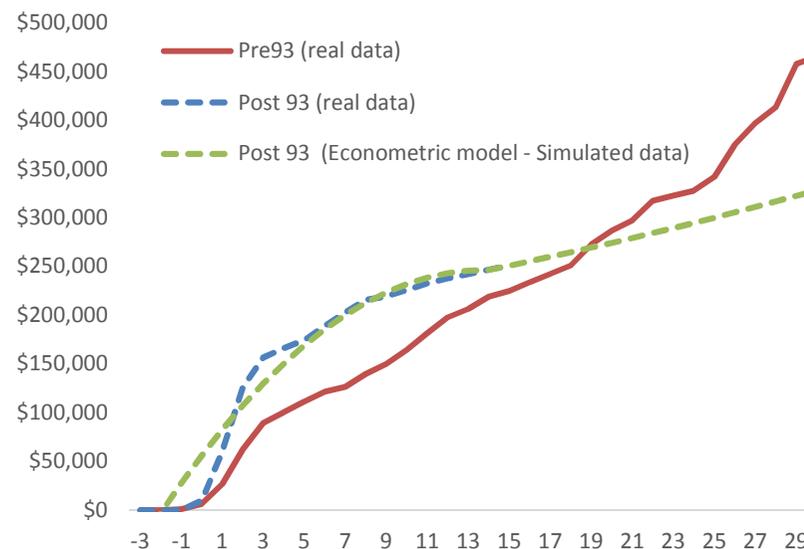
Ideally, we would conduct the same analysis over a longer time period. However, as noted previously, the time limitations of our dataset – i.e. the oldest church under the post '93 model has only been vested for 20 years – means that this is not straightforward.

### 4.3.2 Thirty year analysis

To extend the analysis to a longer time period, we constructed an econometric model that simulates the expenditure per year for the period after 1993.<sup>7</sup> The econometric model does indeed suggest a long-term saving for the CCT through implementing the post '93 investment

model. The crossover point, where the post '93 model becomes more cost effective than the pre '93 model, is estimated to be between year 19 and year 20 of the post-vesting period.

**Figure 10 Average cumulative CCT expenditure per year since vesting (in real £) with simulated data, for a 30 year period, by management model, 2014**



Source: BOP Consulting (2014), n = 69

**Based on the econometric model, we estimate that the post '93 investment approach represents a saving to the CCT of £136,511 per church over a 30-year period – approximately a 29% saving.**

### 4.3.3 Attribution

The previous 15-year analysis and 30-year econometric model directly compare the expenditure in churches under the two investment models. However, this direct comparison implicitly assumes that there are no

<sup>6</sup> The appendix contains a chart of the % growth rates; this analysis indicates that the post '93 series is then growing at a smaller pace than the pre '93.

<sup>7</sup> The discussion and details of the economic model are available in the Appendix

major differences between the two groups of churches in each model – but this might not be the case.

As previously discussed, churches vest for a range of reasons and it might be that the churches that come into the CCT’s portfolio in one period (pre or post ‘93) are in worse initial condition than churches that are vested during a different period – thus requiring a different amount of expenditure to ensure their conservation. If this was the case, then the differences in expenditure patterns identified in the preceding analyses cannot be attributed to the differences in the CCT’s investment strategies, but to the initial conservation deficit<sup>8</sup>.

## 4.4 Conservation deficit

For the purpose of the quantitative analysis, we define conservation deficit as the financial expenditure that is identified to conserve the church at vesting. Our archive work identified the value of the conservation deficit at vesting for 45 different churches.

### 4.4.1 Evolution over time

Naturally, due to the different characteristics of individual churches and their differing states of repair, there is a large discrepancy in the estimated values, which range from £31,373 to more than twenty times this amount (£631,288) – even after figures have been normalised to take account of inflation and changed into ‘real pounds’. To better understand how those values have changed across time we present the 5-year rolling average for the conservation deficit of vested churches.

The data shows a clear trend: that churches vested more recently tend to have a higher conservation deficit. Figure 11 also illustrates that there appear to be two different cycles where the conservation deficit rises: one peaking around 1992 and a second around 2005.

**Figure 11 Conservation deficit of churches at the time of vesting with the CCT, 5-year rolling average (in real £), 2014**



Source: BOP Consulting (2014), n= 45

Figure 12 below shows the average conservation deficit at vesting for churches vested under the two different management models. The result of the particular way that the conservation deficit has increased over time is that the average for the post ‘93 churches (£231,274) – in real pounds – is one third greater than for the average for the pre ‘93 churches (£154,659). This suggests that the churches vested after 1993 have required a larger amount of work to be undertaken than those vested during the earlier era.

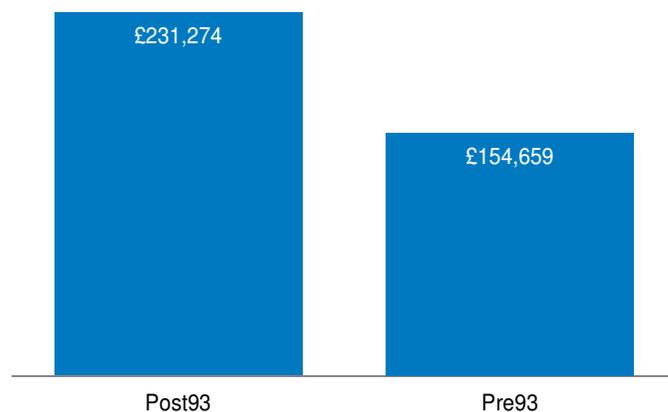
This difference in conservation deficit could be explained by a number of factors:

<sup>8</sup> For the purpose of the quantitative analysis we define conservation deficit as the estimated amount required at inception.

- profile (e.g. age, size, location);
- the particular dynamics of usage over time (e.g. if the church was left open but not used for a length of time before vesting);
- prior repair and conservation work (e.g. ‘undoing’ the effects of some past interventions).

It is not possible to test for these factors within the quantitative analysis, but they are explored through the case studies.

**Figure 12** Average conservation deficit for CCT churches at vesting (in real £), by management model, 2014



Source: BOP Consulting (2014), n= 45

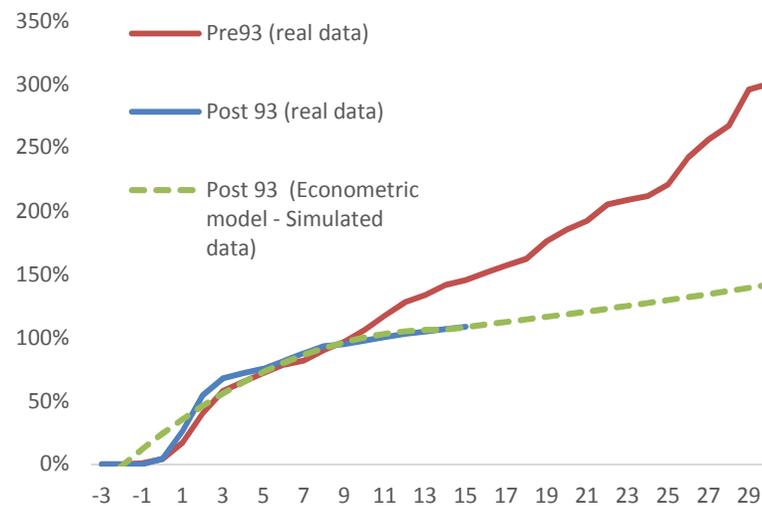
The fact that there is a difference in the average conservation deficit at vesting between the two groups of churches vested under the two different management models suggests that the analysis in section 4.3 above is limited. A better approach would be to move away from looking at the absolute amount spent as this does not take into account the greater amounts that have to be spent, on average, on churches in the post 1993 period.

#### 4.4.2 Thirty year analysis: controlling for differences in conservation deficit

The next chart shows the average cumulative amount spent per year as a percentage of the initial conservation deficit. The data utilises the same econometric model as demonstrated in Figure 10 to provide a time series that runs to 30 years. This model better controls for the variance of the churches in the two investment periods.

Controlling for differences in the initial conservation deficit by calculating the average cumulative expenditure as a % of the conservation deficit produces markedly different results, as Figure 13 below shows. The post ‘93 model now shows a net saving after year 9 (which is within the period for which we have actual data and not just simulated data).

**Figure 13** Expenditure per year as a percentage of total expenditure at vesting for a 30 year period, with simulated data (as % of the conservation deficit – in real £)



Source: BOP Consulting (2014), n= 45

Looking across the whole 30 year timespan shows that under the pre ‘93 management approach, the CCT has, on average, spent approximately 300% of the initial conservation deficit. Using the econometric model to provide simulated data for the post ‘93 approach produces a forecast for CCT to have spent, on average, only 141% of the initial conservation

deficit. The post '93 management model therefore represents an efficiency gain of 53% over the pre '93 model.<sup>9</sup>

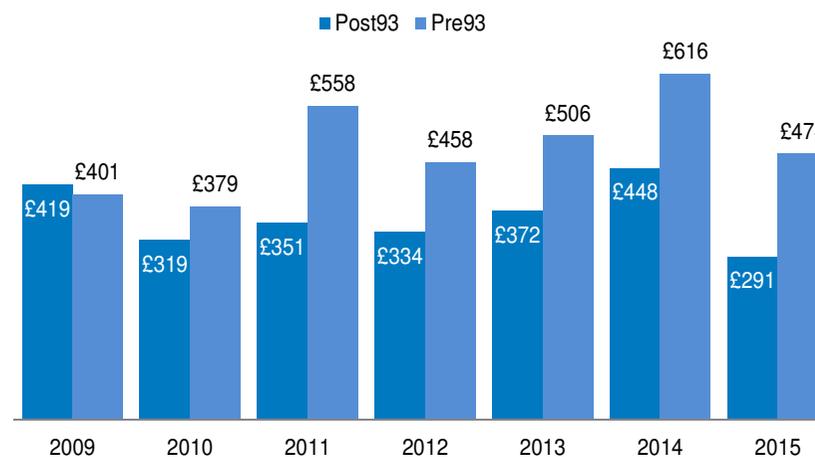
## 4.5 Efficiency analysis

A further financial hypothesis can be made about the efficiency of the individual churches. Namely, that greater upfront investment might also make the buildings more efficient in their consumption of utilities, as well as in the capital expenditure required for their conservation.

Figure 14 below strongly suggests that, over the seven year period for which data is available, the post '93 churches are more efficient in their utilities consumption<sup>10</sup>. The result is consistent for each year (bar the first), and the discrepancy generally widens across the time period.

CCT might find it helpful to explore why this decrease in utilities costs has come about.

**Figure 14 Average annual utility cost for CCT churches (in real £), by management model, 2009-2015**



Source: BOP Consulting (2014), n= 164

Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## 4.6 Probability analysis

As the case studies illustrate, there are a lot of variables that are not captured in the previous quantitative analysis that are nevertheless likely to have a significant impact on the level of expenditure that the CCT is required to make to ensure each church is properly conserved.

Additionally, the nature of some of these variables, such as a weather storm, a broken pipe or an act of vandalism makes them hard to predict. In this sub-section we compare the two management models (pre '93 and post '93) on a probability basis, comparing the likelihood of several scenarios under both of these management models.

<sup>9</sup> 1-(141%/300%)

<sup>10</sup> English Heritage (2012), Climate Change and the Historic Environment, [http://www.climatechangeandyourhome.org.uk/live/content\\_pdfs/29.pdf](http://www.climatechangeandyourhome.org.uk/live/content_pdfs/29.pdf) [accessed 24-02-15].

#### 4.6.1 Instances of 'critical', high expenditure

We first consider annual expenditure per year. It is clear from our previous analysis that the first years of vesting tend to have the highest levels of expenditure as they represent, for both models, an investment phase. So higher expenditure in later periods is likely to be driven by unforeseen consequences (e.g. extreme weather, heritage crime, unknown structural damages, etc).

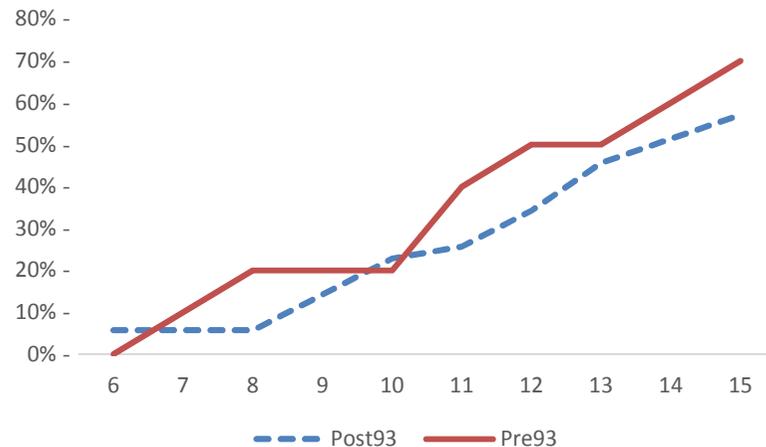
Our first scenario therefore starts with defining for each church a critical expenditure level: the highest expenditure made in a single year during the first five years after vesting. We then try to work out how likely it is that a church will require expenditure that surpasses this 'critical' level in the succeeding years after year 5.

**Figure 15** below contains the churches that experienced a cost higher than the critical level by year 15, according to the pre and post '93 models:

- 70% of churches in the pre '93 time period experienced a level of expenditure between year 6 and year 15 that was higher than experienced in any of the first five years, compared with
- 57% under the post '93 model.

This result suggest that the post '93 model is slightly superior in better protecting church buildings from unforeseen events .However the fact that under both models the incidence of expenditure breaching the critical level is high also indicates that the CCT portfolio is still very susceptible to unforeseen events.

**Figure 15** Probability that a CCT church has experienced an annual expenditure above a critical level, by management model, 2014<sup>11</sup>



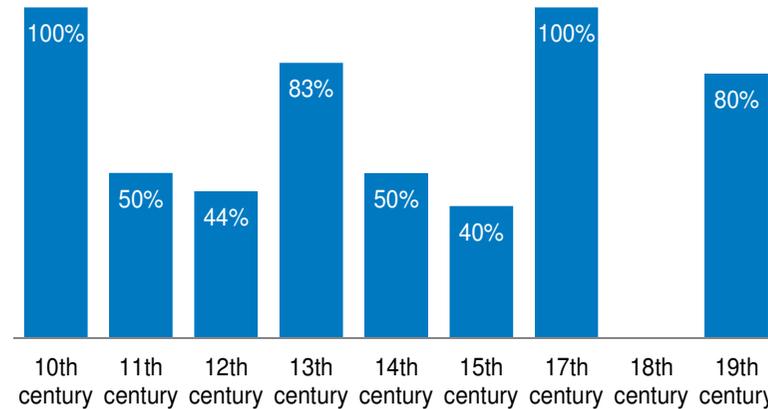
Source: BOP Consulting analysis, n= 45)

#### 4.6.2 Factors influencing critical expenditure levels

From a management perspective it may be more useful to understand which characteristics of individual churches are more related to unexpected levels of expenditure, rather than the broad approach taken in the previous analysis. Figure 16 clearly identifies churches with significant features from the 10<sup>th</sup> and 17<sup>th</sup> century as high risk: every single church of that period has experienced a level of expenditure above the critical level.

Such result should however be mitigated by the fact that most churches were actually built through multiple phases that span several centuries. Other factors such as period (medieval versus post medieval) could be more relevant.

**Figure 16** Probability that a CCT church has experienced an annual expenditure above a critical level by year 15, by build period, 2014



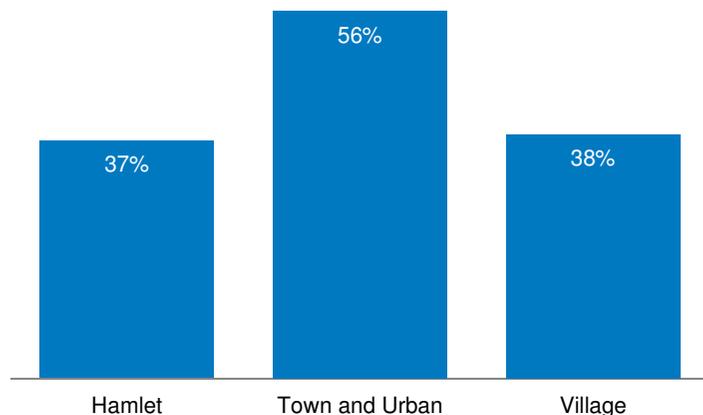
Source: BOP Consulting (2014), n= 257

The location of churches is also likely to be one of the determining factors of the likelihood of them experiencing expenditure above the critical level. *A priori*, one could hypothesise that churches in rural areas are more likely to be unprotected, while urban areas are traditionally associated with higher levels of graffiti and vandalism.

The results of our empirical analysis indicate that churches in urban areas are more likely to experience an incidence of expenditure beyond the critical level (56%) than churches located in Villages (38%) or Hamlets (37%), as shown in Figure 17 below.

<sup>11</sup> To avoid a small church bias we have only included for this model comparison churches that have a conservation deficit at vesting over £30,000. The charts in the rest of this section refer to the complete CCT data set.

**Figure 17** Probability that a CCT church has experienced an annual expenditure above a critical level by year 15, by settlement type, 2014



Source: BOP Consulting (2014), n= 257

## 4.7 Probability analysis: an econometric approach

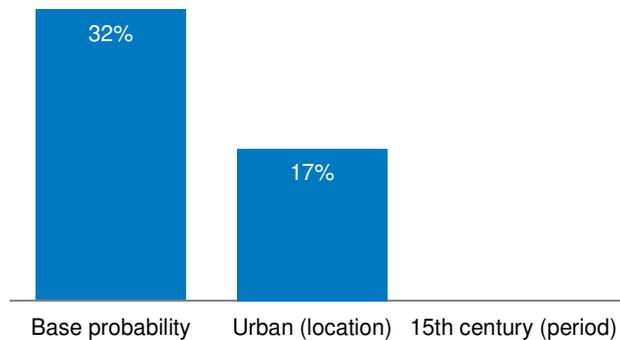
As seen in the previous sub-section, there are several factors that affect the probability that a given church will experience an expenditure level above the critical level. To better understand how these factors interact together we calculated a linear probability econometric model. This model tries to capture the linear marginal impact of each variable –which is the percentage in probability that a given variable has in determining the result. The variables included in Figure 18 below are only the significant ones that present a p value <0.1<sup>12</sup>.

<sup>12</sup> The detailed model is available in the Appendix.

### 4.7.1 Factors influencing critical expenditure levels: multi-variate analysis

Across the cohort of all churches included in the analysis (45), there is a base probability of 32% that in a given year, the expenditure that the CCT will need to make will exceed the critical level (i.e. the highest expenditure made in a single year during the first five years after vesting). The most important variables in increasing the probability of having a year of expenditure above the critical level are an urban location (which increases the base probability by a further 17%) and the date of construction being during the 15<sup>th</sup> century (+15%).

**Figure 18 Linear probability model for a CCT church experiencing an expenditure level above the critical level – marginal effects**



Source: BOP Consulting (2014), n= 257

# 5. Case studies

This section presents two separate sets of case studies.

First we look at 11 cases of churches vested in the Trust under the ‘new’, post ‘93 model of investment, in order to further understand the social and economic factors that influence the condition and therefore the conservation deficit of the churches vested in the Trust.

For each church of these 11 churches, the analysis reprises and expands on some of the key quantitative concepts developed in the first part of the report, specifically:

- Description of the conservation deficit at vesting, augmented by an analysis of factors that have influenced it.
- Description of actual conservation expenditure engaged by the CCT – after vesting, and sometimes before through pre-vesting packages – augmented by an analysis of the factors that continue to influence the state of repair of churches. Where possible, a commentary on large expenditure is provided in order to better understand the nature of unplanned expenses post-vesting period.

The analysis also provides an extensive view of the particular characteristics of the churches, including:

- profile (age, location, size);
- dynamics of usage over time (e.g. if the church was left open but not used for a length of time before vesting);
- prior repair and conservation work
- history of recommendations by statutory authorities and consultees, local community response and different perspectives by the various stakeholders throughout the vesting process, and how they have influenced the condition of the church.

The cases have been selected by the CCT’s teams as they exemplify a wide range of particular circumstances. Indeed, their conservation deficit range from £64,738 to £631,288 as shown by Figure 19 below and the pattern of actual conservation expenditure vary dramatically across the sample.

The case study churches were chosen to reflect the widest variety of circumstances that can pertain to a particular place of worship that is finally vested; location (rural or urban), building age, building size, building materials, prior use if any, the length of time between closure and transferral to the CCT, legal transfer model. The case studies *cannot* therefore be said to reflect a statistical representation of factors for churches being vested.

**Figure 19 Conservation deficit of case studies churches, compared with averages for post’93 estate and pre’93 estate (in real £)**



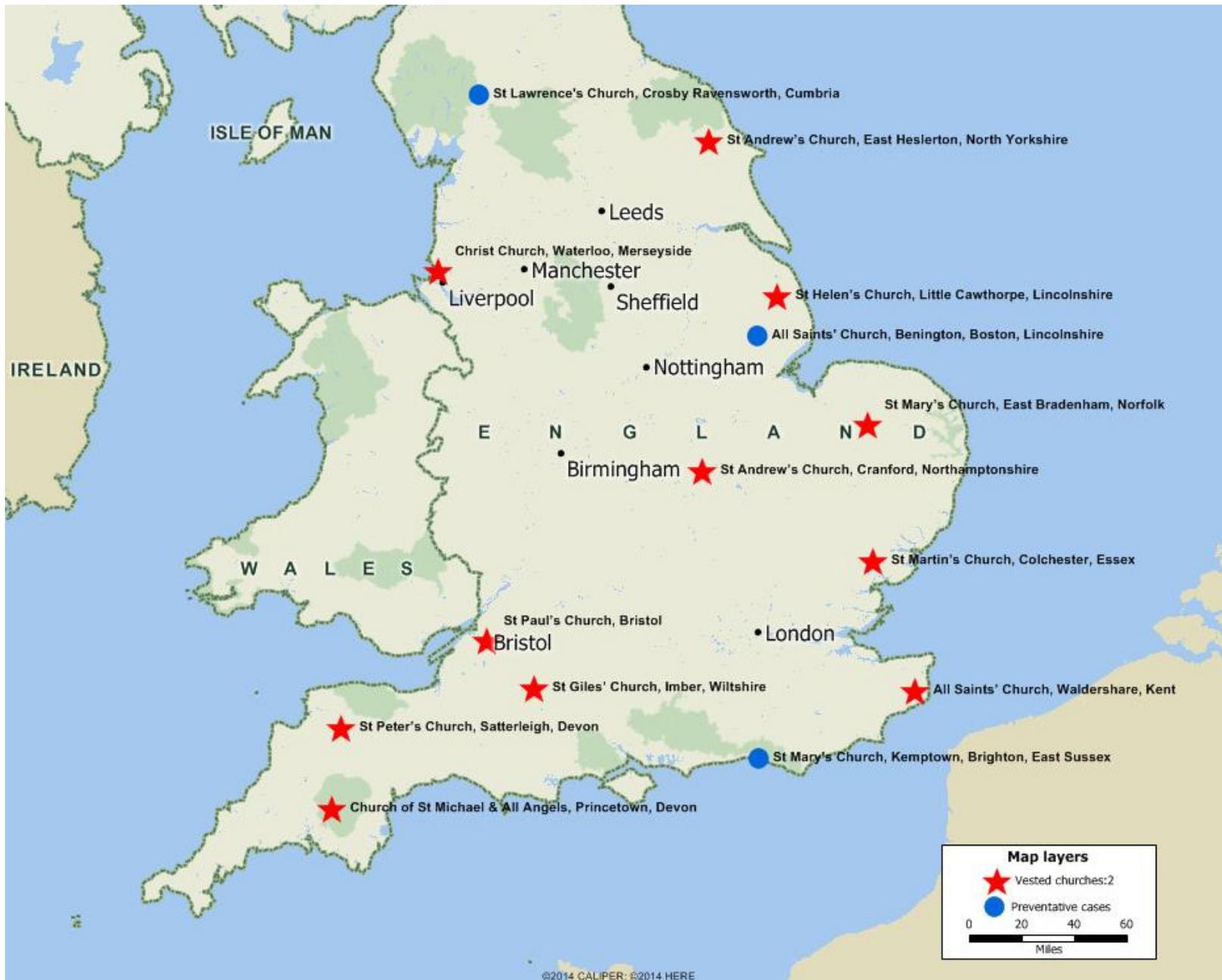
Source: BOP Consulting (2014)

Secondly, we look at three cases of churches that have been – or are still – looked after by the CCT's Regeneration Team under their Social Engagement Model. Through these examples we explore the challenges faced by the stakeholders and the outcomes achieved through the CCT's preventative work to-date.

The cases include:

- St Lawrence's Church, Crosby Ravensworth, Cumbria
- St Mary's Church, Kemptown, Brighton, Sussex
- All Saints' Church, Benington, Lincolnshire

Figure 20 Map of case studies



Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## 5.1 Case studies: vested churches

### 5.1.1 Church of St Michael & All Angels, Princetown, Devon

**Closed:**1995

**Vested:** 2001

**Direct vesting:** no

**County:** Devon

**CCT Region:** South East

**Diocese:** Exeter

**UID Number:** 92795

**Parish population:** 622

**Build period:** 19<sup>th</sup> century

**Dimensions:** nave and chancel together 91ft/22.5ft (2047 sqft), aisles 4ft wide

**Building materials:** walls and dressings of local granite, slate roofs; except tower roof of silver painted felt.

**Historic character and significance:** Princetown was built between 1812-14 by prisoners captured in the Napoleonic Wars with France, and the War of 1812 with the United States - they were held at Dartmoor prison. It is 436 metres above sea level and exposed to high winds and twice the national average rainfall. The east window contains stained glass of 1910 in memory of the American prisoners who helped to build the church. The church is Grade II\* listed (upgraded from Grade II).

**Current use:** monument and used by local community groups.

**Conservation deficit at vesting:** £631,288 (173% above average)

**Conservation expenditure since vesting:** £845,821

One occurrence of large intervention expenditure of £75,912 five years after vesting.

#### **Conclusions:**

Factors influencing conservation deficit:

- Structural condition (roof and masonry) of the building is subjected to rapid deterioration due to the relatively poor quality of the original stonework coupled to exceptional local rainfalls and winds.
- The building had been neglected for 10 years – four when the church was still in use due to repair bill being too high for the parish, and six over the vesting period after closure.
- Six years of vesting process: local representations against closure (two years), failed reuses (three years)

Factors influencing conservation expenditures:

- Continuing deterioration as the church continues to suffer from local climate conditions.



#### **History**

- 1987 The relevance of the church to the village begins to wane due to a major decline in the life of the village when prison staff are allowed to move away from the village.
- 1991 The repair bill is £165,000; this is out of reach for the parish and no work is undertaken.

Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

1995 Closure

The church is no longer pastorally needed by the parish. The upkeep of the poorly constructed building has been both financially and emotionally draining on the worshippers. The parish is now using a much more practical building.

Advisory Board

Although not of notable architectural or aesthetic quality, St Michael is of unique interest as a product of late Georgian penal architecture and the only church in England to have been built by prisoners of war.

The building should be preserved by conversion for a suitable alternative use, although it is acknowledged that this may be difficult to find.

Representations

The closure is against local wishes; “some say it has been done in an underhand way and has therefore caused hardship”. The building has historical value and is a local tourist attraction. Historic England is considering upgrading the church from Grade II to Grade II\* which would make it eligible for a 40% grant aid.

1997 Failed reuses

A first proposal to reuse the building as a photographic museum and gallery is withdrawn.

A second proposal to reuse the building as a Christian Study and Ecology Centre is put forwards by a local group called St Michael’s project. The project aims at creating a study and educational centre, a retreat centre and a tourist attraction for day visitors to Princetown. The group is asked to produce a feasibility study and business plan, but experienced difficulties in securing the required resources. The proposal is finally presented in 1999 but the project is considered not financially sustainable.

Two proposals to reuse as offices are declined, as they are deemed unsustainable in light of the repair costs.

2000 Consideration for vesting

St Michael’s (Princetown) Trust presents market research showing a potential of 100,000 visitors per year.

The CCT estimate the repair costs at £500,000. This would use up 25% of the total budget for new vestings. The Church Commissioners warn that costs will continue to increase if the decision on the future of the building is further delayed.

2001 Vested

The church is open to visitors and also used by local community groups.

### Conservation deficit

The conservation deficit (in real £) at vesting (2001) is £631,288, i.e. £308 per sqft of nave/chancel. The deficit is 173% above average. The 1991 inspection report states that although the structural condition of the building is not dangerous, it is still quite bad. There is water ingress through the roof and rainwater goods causing rot in the roof boarding, rafters and wallplates. Substantial repointing is also required, and attention is drawn to a large vertical crack in the tower and rotten floorboards.

No further work is undertaken; and in 2001 masonry and roofing works constitute the largest part of the conservation deficit. Re-plastering and redecoration of the interior and repair of the east window were also necessary.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £845,821, of which:
  - Initial investment: £734,286, undertaken in the first four years (2001-04).

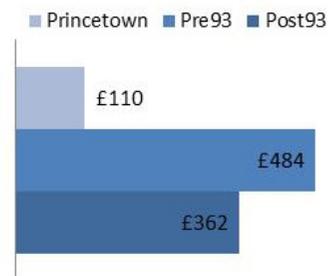
- Total maintenance costs: £111,535 over 10 years (2005-14).
- Average annual maintenance costs (excl. initial investment): £11,153.
- Average annual utilities cost (since 2009): £110.
- Occurrences of large intervention expenditure: £75,912 five years after vesting to undertake work to the east windows.

**Figure 21 Actual expenditure, Princetown (in real £)**



Source: BOP Consulting (2014)

**Figure 22 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), Princetown (in real £)**



Source: BOP Consulting (2014)

## 5.1.2 Christ Church, Waterloo, Merseyside

**Closed:**1982

**Vested:** 1998

**Direct vesting:** no

**Pre-vesting package:** yes

**County:** Merseyside

**CCT Region:** North

**Diocese:** Liverpool

**UID Number:** 464014

**Parish population:** unknown

**Build period:** 19<sup>th</sup> century

**Dimensions:** unknown

**Building materials:** Interior and exterior faced with red sandstone, nave floor made of stone flags and wood blocks.

**Historic character and significance:** Christ Church was built in 1891-99 to replace a much humbler building and keep up with the increasing prosperity of this rapidly growing suburb of Liverpool. Its majestic tower of pink sandstone became a landmark for sailors.

The Victorian building features stained glass by Shrigley and Hunt, among the leading manufacturers of their period. World War II bombings damaged the fabric. The church is Grade II\* listed

**Current use:** monument and used by local community groups.

**Conservation deficit at vesting:** The conservation deficit could not be valued using comparable means to other churches in our sample due to missing inspection reports. However repair costs were mentioned in various notes kept in the archive. In 1993, the estimate for both urgent and non-urgent works was £759,000.

**Conservation expenditure since vesting:** £513,674

One occurrence of large intervention expenditure: £171,447 (over 2 years) six years after vesting

### Conclusions:

Factors influencing conservation deficit:

- Inherent weaknesses in the design and structural condition of the building. Such issues were due to the nature of the building materials, especially the sandstone used for the walls, in adverse weather conditions of a sea-front location.
- Heritage crime. Further damage to the structure had resulted from the metal theft from the roofs. Roof timbers became affected by both wet and dry rot.
- Length of the vesting process due to four failed reuses.
- The size of the repair bill was beyond the CCT's budget at this time, leading to proposed demolition for this listed building and then non-statutory inquiry by the Secretary of State for the Environment.

Factors influencing conservation expenditure:

- Facilitate use of building through installing a kitchen for community use
- Likely continuation of deterioration due to climate conditions of deterioration due to climate conditions



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Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## History

- 1982 Closed due to falling congregation numbers. Its functions were replaced by a new Christ Church.
- 1983 Two failed reuses: television studio and Celestial Church  
 Planning permission was granted to Mr J S Seddon's proposal of reuse as television studio and production centre. But Mr Seddon then unexpectedly withdrew from the transaction.  
 An offer from Celestial Church of Christ failed.
- 1987 Failed reuse: Prism Land Company's nursing home  
 A long leasehold disposal to Prism at a premium of £15,000 was proposed. The offer was supported by the Diocesan Redundant Churches Uses Committee(DRCUC) and PCC, but was not approved by the Advisory Board. Objections were received from the Sefton Borough Council, the Ancient Monuments Society and the Victorian Society. Planning permission was refused. The DRCUC withdrew its support and decided to pursue a similar project with another developer.
- 1990 DRCUC reports impossibility to find suitable new use.
- 1991 Vesting proposed by the Advisory Board  
 The diocese's efforts to secure a suitable alternative use for the building were unsuccessful despite a search over 10 years. With the ever-worsening condition of the fabric due to the church's vulnerability to continuous attacks by vandals, the chances of a new user coming forward in the contemporary market conditions were extremely remote.  
 Vesting process delayed by a failed offer to use the church as offices  
 DRCUC approved the office use applied for by Mr J S Seddon but the project failed in 1992 due to lack of financial backing.
- 1993 Demolition proposed by the CC  
 The Redundant Churches Fund (RCF) revised the repair estimate to £759,000, and stated that the alternative to vesting

the building in the RCF would take a disproportionate share of the RCF's limited resources, both in this quinquennium and the next. Demolition was proposed, empowering the Commissioners to sell the site of the building. The draft amending the closure scheme for demolition received favourable representation by the Bishop of Liverpool who cited the Wilding report, which recommended that the Commissioners should be wary of vesting buildings under siege from vandalism (the case of St James', Toxteth cited as an example). It also received unfavourable representations by the local authority, the Ancient Monuments Society and the Victorian Society.

Demolition process delayed by failed reuse offer: offices

A new offer of £10,000 is submitted by A J Brereton Associates, acting for Anadaman Developments, for a refurbishment of the fabric with internal alterations to provide offices. The offer is ultimately withdrawn as it appears impossible to comply with the client's brief of cost effective floor areas while also complying with the requirements of the Conservation Officer.

1995 Non-statutory inquiry

The demolition of a listed building required the CC to ask the Secretary of State for the Environment whether s/he wished to hold a non-statutory inquiry. The Secretary of State accepted that the only way of preserving the building was to vest the church into the CCT, and that without additional financial assistance the cost of vesting would jeopardize plans to vest other worthy churches. They recommended that additional means of funding be investigated to allow the CC to support its vesting in the Trust. Historic England finally offered a grant to cover 50% of eligible repair costs (c. £200,000), and HLF a grant of £149,000. In addition the Trust's financial position became more comfortable and it was possible to fund the residual cost of £150,000.

1998 Vested

Local volunteers now run Christ Church as a community events venue.

### Conservation deficit

The conservation deficit could not be valued using comparable means to other churches in our sample due to missing inspection reports. However repair costs were mentioned in various notes kept in the archive.

In 1991, repair costs were estimated at £431,665. In 1993, estimate had increased to £759,000, for both urgent repairs and works needed to make the building suitable for alternative uses (e.g. heating, flooring and parking).

Three main factors contributed to the high repair bill:

- Inherent weaknesses in the design and structural condition of the building that resulted in the spreading of the nave's main roof. This in turn resulted in serious bulging to the main walls and the breaking of tell-tales showed that the movement had been progressive. Such issues were due to the nature of the building materials, especially the sandstone used for the walls, in adverse weather conditions of a sea-front location.
- Heritage crime. Further damage to the structure had resulted from the metal theft from the roofs. The roof timbers became affected by both wet and dry rot.
- In addition, a 16-year period expanded between closure and vesting during which time the building suffered further neglect and the worsening of the first two factors.

### Repair and maintenance costs

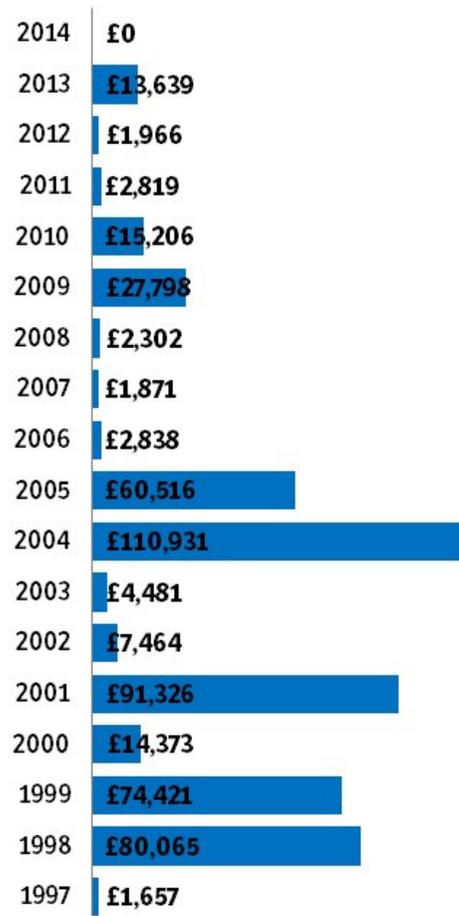
The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £513,674, of which:
  - Pre-vesting package: £1,657 in 1997 (with Historic England also paying in £200,000)

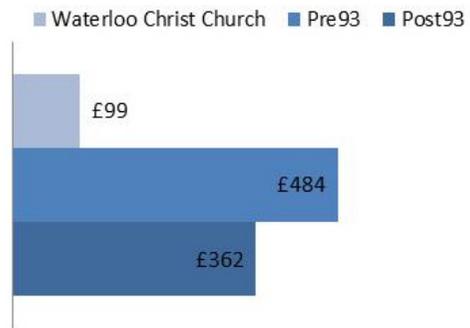
- Initial investment: £245,812, undertaken in the first four years (1998-2001), excluding HLF grant of £149,000
- Total maintenance costs: £266,205 over 13 years (2002-14).
- Average annual maintenance costs (excl. initial investment): £20,477.
- Average annual utilities cost (since 2009): £99.
- Occurrences of large intervention expenditure: £171,447 (over 2 years) six years after vesting (to install a kitchen for community use).

Figure 23 Actual repair costs, Christ Church Waterloo (in real £)



Source: BOP Consulting (2014)

**Figure 24 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), Waterloo (in real £)**



Source: BOP Consulting (2014)

### 5.1.3 St Paul's Church, Bristol

**Closed:**1988

**Vested:** 2000

**Direct vesting:** no

**Pre-vesting package:** yes

**County:** Bristol

**CCT Region:** West

**Diocese:** Bristol

**UID Number:** 380190

**Parish population in 1981:** 11,500

**Build period:** 12<sup>th</sup> century

**Dimensions:** nave 65ft/59.5ft (3835 sqft), chancel 19ft/24.5ft, sanctuary 9.5ft

**Building materials:** brick walls, faced externally with smooth ashlar. Roods are slated.

**Historic character and significance:** A masterpiece of provincial 'Gothick' architecture in an 18<sup>th</sup>-century square, the church features an ornate Georgian plaster ceiling, stone columns, decorative stained glass and a fine collection of monuments including a memorial by Flaxman to Col. Spencer Thomas Vassall, who was mortally wounded at the storming of Montevideo. The church is Grade I listed

**Current use:** 20-year lease to circus school Circomedia.

**Conservation deficit at vesting:** The conservation deficit could not be valued using comparable means to other churches in our sample due to missing inspection reports. However repair costs were mentioned in various notes kept in the archive. In 1998, the estimate was over £1m and final cost of repairs was in excess of £3m.

**Conservation expenditure since vesting:** £1,795,230

Numerous occurrences of large expenditure.

#### **Conclusions:**

Factors influencing conservation deficit:

- Upon closure, the building already shows signs of deterioration and repair needs (e.g. roof).
- Heritage crime. Multiple break-ins are reported while the building is empty, leading to further damages to the building and theft.
- In addition, a 12-year period expanded between closure and vesting during which the building further deteriorated, including two years to allow a pre-vesting package to be completed (EH grant application) and six years during which four reuse attempts failed. This led to further neglect and the worsening of the first two factors.



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Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## History

1988 Closure

The Advisory Board recommends direct vesting. But the diocese wishes to look for alternative use in order to fund the refurbishing of the remaining parish church. "The Pastoral Measure places the greatest emphasis on finding suitable alternative uses for closed churches with vesting in the CCT generally being considered only when other possible options have been exhausted. In the case of St Paul's there are strong pastoral reasons why it is thought appropriate to explore reuse potential". Direct vesting is therefore rejected by the diocese.

1990 Failed reuse: offices

A proposal for office conversion is submitted and later withdrawn. No further interest is received from developers and investors. Reasons invoked include nature of the building and location in the City. Overall the Portland Square area is still a depressed area of Bristol with very little activity within the office sector

1994 Failed reuse: opera hall

Prior to 1994, the diocese receives interest from the Bath and Wessex opera who consider converting the church into an opera hall facility. Whilst serious interest is shown, eventually the Opera Society decides that the costs for refurbishment will be too great and also the location will not be suitable for the Society's members.

1995 Failed reuse: children's nursery

A proposal including conversion to children's nursery coupled with single-persons' flats is rejected as it would be too detrimental to the building and would therefore not be likely to receive Historic England's grant aid. In addition the use itself is deemed disconnected from the social needs of the neighbourhood.

The CCT estimates cost of repair at £500,000.

1996 Failed reuse: residential

1997 Pre-vesting scheme

Vesting is confirmed in 1997 but delayed to 2000 to allow Historic England grant aid pre-vesting to be completed.

2000 Vested

Reuse: Circomedia

The CCT commissioned consultants Prometheus to undertake research into alternative uses for the building. In May 2000, discussions with Circomedia are undertaken to transform the building into a centre for their more advanced students, providing outreach projects for the community, and as an administrative and study base. Discussions initially centred on how St Paul's could be adapted for the proposed use and in 2002, an amending closure scheme was confirmed which authorised the diocese to dispose of the nave pews to allow the nave to be used as a trapeze hall.

Negotiations over the terms of lease are difficult (e.g. terms of insurance are negotiated). The lease is for 20 years with break clauses every five years. Circomedia pay £23,000 Occupational Costs per year. In addition, Circomedia pay 10% of their surplus income deriving from the hiring out of the facility from year five of the lease. Circomedia also undertake to promote the work of the CCT, to assist fundraising, to make the building open for public access and up to 6 services per year. The CCT remains responsible for repair, maintenance and redecoration, and for insuring the building.

2004 CCT completes a major scheme of repair which received over £2m in grants from the HLF.

### Conservation deficit

The conservation deficit could not be valued using comparable means to other churches in our sample due to missing inspection reports. However repair costs were mentioned in various notes kept in the archive.

The 1982 inspection report mentions that the structure appears to show no sign of settlement but that the stonework shows continuing deterioration. Noting leaks in the roof, the report recommends that the roof replaced within five to ten years.

In 1998, the CCT estimates cost of repair at over £1m including £737,000 essential work and £283,000 desirable work.

Eventually the church is found to be in a much worse condition than it has been assumed, with a final cost of repairs in excess of £3m towards which the Heritage Lottery Fund contributed £2.3m, Historic England £25,000 towards pre-vesting repairs, the Redundant Churches Temporary Maintenance Account £19,066 and the Diocese £6,300. The CCT's own expenditure on the building amount to c. £1m in 2004.

Three main factors contributed to the high repair costs:

- Upon closure, the building was already showing signs of deterioration and repair needs (e.g. roof).
- Heritage crime. Multiple break-ins were reported while the building was empty, leading to further damage to the building and theft.
- In addition, a 12-year period expanded between closure and vesting during which the building suffered further deterioration. This led to further neglect and the worsening of the first two factors.

### Repair and maintenance costs

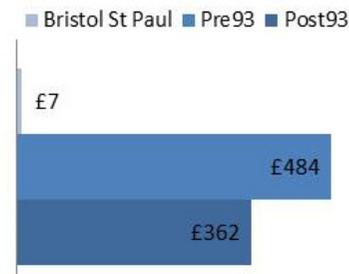
The figures below describe actual expenditure incurred by CCT since vesting.

Key data points include:

- Total cost of repairs since vesting: £1,795,230, of which:
  - Pre-vesting package: £46,734 in 1998-99.
  - Initial investment: £1,232,656, undertaken in the first six years (2000-05).
  - Total maintenance costs: £515,840 over nine years (2006-14).
- Average annual maintenance costs (excl. initial investment): £57,316 which include high insurance costs.

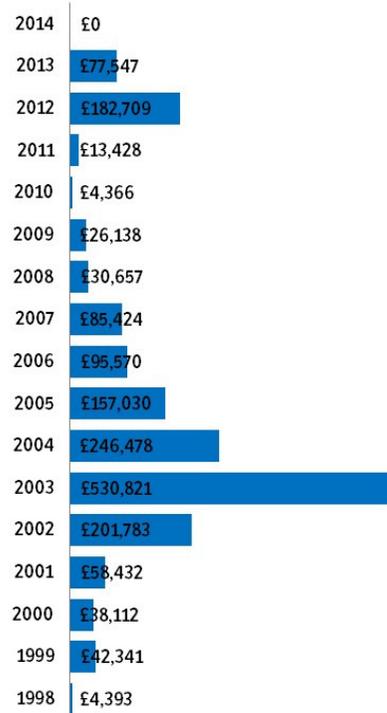
- Average annual utilities cost (since 2009): £7. Note utilities are under the leaseholder's responsibility, hence nil cost for the CCT.
- Occurrences of large intervention expenditure: numerous, including the inclusion of a further toilet facilities in 2012.

**Figure 25 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), Bristol St Paul's (in real £)**



Source: BOP Consulting (2014)

Figure 26 Actual repair costs, St Paul's Bristol (in real £)



Source: BOP Consulting (2014)

## 5.1.4 St Martin's Church, Colchester, Essex

**Closed:**1932

**Vested:** 1996

**Direct vesting:** no

**County:** Essex

**CCT Region:** South East

**Diocese:** Chelmsford

**UID Number:** 117222

**Parish population:** Unknown

**Build period:** 14<sup>th</sup> century

**Building materials:** Ragstone and septaria with Roman brick levelling courses and dressings, and small amounts of limestone and flint. The roofs are tiled.

**Historic character and significance:** St Martin's is situated in a conservation area in the Dutch Quarter of Colchester, between the High Street and the old part of town. It comprises an aisled nave of three bays with shallow transepts; a two-bay chancel and south porch; a Norman tower to the west which features unusual reuse of Roman bricks into arches built into the side walls. Although there is evidence of 11th-century work, most of the present building grew during the 14th-century. Treasures include a wagon roof, Jacobean woodwork and a green man carving. A well preserved 15<sup>th</sup> Century Doom painting survives above the chancel arch. The church is Grade I listed (upgraded from Grade II\* in 1991).

**Current use:** Used by local community groups

**Conservation deficit at vesting:** £64,738 (72% below average).

The church was in receipt of an EH grant prior to vesting which explains why the low conservation deficit

**Conservation expenditure since vesting:** £388,942

One occurrence of large intervention expenditure of £68,904 seven years after vesting

### **Conclusions:**

Factors influencing conservation deficit:

- A long period of neglect that led to structural damages to the building
- Damages due to reuses under the Diocese's administration.
- Factors influencing conservation expenditure:

Facilitate use of building through installing a toilet and kitchen with disability access, for community use



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Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

### **History**

1932 Closed for worship

1953 Reuse: centre for cultural activities

Following formal closure in 1953, the building is vested in Chelmsford Diocesan Board of Finance for use as a centre for cultural activities.

1980 Lease to Colchester Theatre Group

The group paints the interior black and fails to keep the building in good repair. With insufficient funds to cover the repairs, the lease terminates in 1988.

1991 Failed use: offices

The lease is transferred to Colchester Borough Council who prepares a measured survey to provide comprehensive repair and a low-key, reversible office conversion. However, owing to government cuts, the project is withdrawn and the building remains empty.

In 1994, the building is remarketed one last time. Being a Grade I listed building, the church could have attracted grant aid from Historic England. An additional 6-month waiting period is granted to try and find another use.

The Advisory Board regards the building as having considerable importance. The option of demolition is unthinkable and the church is recommended for vesting.

1996 Vested

**Conservation deficit**

The conservation deficit (in real £) just after vesting (1998) is £64,738.

The most important factors influencing the deficit are a long period of neglect that led to structural damages to the building, and damages due to reuses under the diocese’s administration (interior walls painted black).

**Repair and maintenance costs**

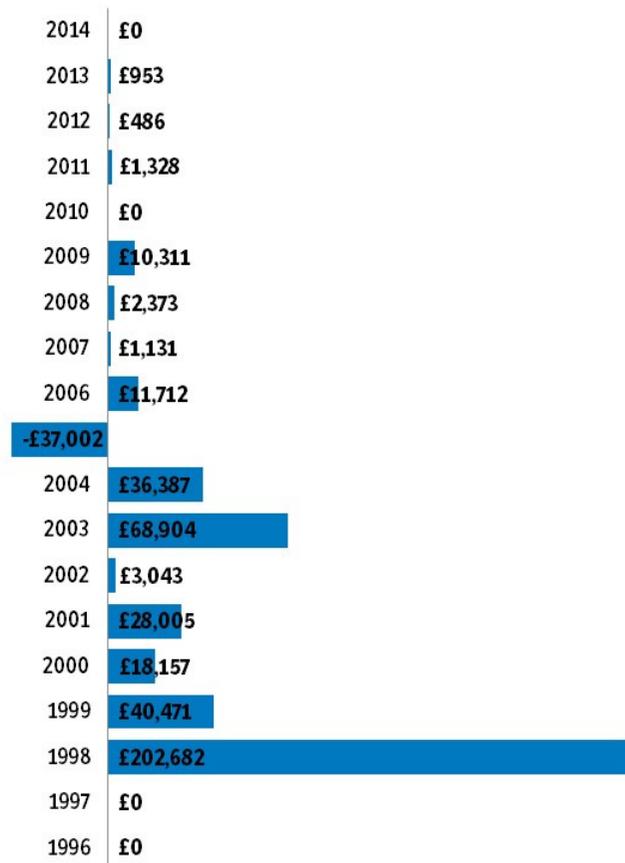
The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £388,942, of which:
  - Initial investment: £243,153, undertaken in the first two years (1998-99).
  - Total maintenance costs: £145,789 over 15 years (2000-14).
- Average annual maintenance costs (excl. initial investment): £9,719.
- Average annual utilities cost (since 2009): -£10.

- Occurrences of large intervention expenditure: £68,904 seven years after vesting (to install toilets, kitchen with disability access).

**Figure 27 Actual expenditure, St Martin Colchester (in real £)**



**Figure 28 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), St Martin's Colchester (in real £)**



Source: BOP Consulting (2014)

## 5.1.5 All Saints' Church, Waldershare, Kent

**Closed:**1980

**Vested:** 2006

**Direct vesting:** no

**Pre-vesting package:** yes

**County:** Kent

**CCT Region:** South East

**Diocese:** Canterbury

**UID Number:** 429075

**Parish population:** Unknown

**Build period:** 11<sup>th</sup> century

**Dimensions:** nave 52ft/26ft (1352sqft), chancel 22ft/14ft

**Historic character and significance:** The church is situated just off the A256 Dover to Sandwich road on the east side of Waldershare Park. The earliest surviving evidence of a church on the site is a Norman window in the south wall of the chancel, but the present building now comprises an aisleless nave with a south porch and the remains of a west bell-cote, and a chancel with north and south chapels. The chancel has some fine Victorian murals and alabaster reredos, whilst there is also lovely Victorian stained glass throughout the building. The church is Grade II\* listed (Grade B in 1980, a relisting as Grade I was first envisaged due to the importance of the monuments, and a location in a Conservation Area).

**Current use:** monument / tourist attraction

**Conservation deficit at vesting:** £285,623 (23% above average)

**Conservation expenditure since vesting:** £115,378

### Conclusions:

Factors influencing conservation deficit:

- Bad care from a lease-holder of the diocese for 20 years, leading to a feature of the buildings at risk register.
- Length of the pre-vesting package process (five years).



Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

### History

1980 Closed

The Advisory Board for Redundant Churches (ABRC) regards the church as a building of considerable architectural interest, although the chancel and chapels are wholly unsuited to any alternative use. Suitable alternative use could be found for the nave, for instance as offices or as an information centre in connection with North Downs Way, or as a rest stop for walkers; but otherwise the nave could be demolished. The quinquennial inspection report states a cost of repair of £5,400 for next five years, with much of this for the repair and strengthening of the south chapel.

1981 Reuse found: monument

Two proposals for reuse, as residential conversion and craft centre, are considered by the local planning authority but there are concerns about access and added traffic to the busy main road. Plans are withdrawn.

The Earl of Guilford expresses a continuing interest in the future of the building and sets up the All Saints' Waldershare Trust. In

1982 the Canterbury Diocesan Board of Finance is empowered to sign a 21-year lease at a peppercorn rent with the trust, so that the church be used as a monument.

Lord Guilford dies in 1999. His son and surviving trustee Mr R Sturt do not wish to continue the existing arrangements. It appears that neither the tenant nor the landlord in this case has complied with the maintenance requirements of the lease with the result that the building is now in a poor state of repair.

2000 Review by the ABRC

The quinquennial inspection report states that: the roofs are in a bad state and that the roof of the south chapel is giving cause for concern; there is evidence of movement in the chapel walls and subsidence in the floor; the ceiling plaster is falling; there is water penetration through the roof that has rotted the pew platforms. Urgent works also include cutting back the trees and undergrowth near the building, and on repairs to the guttering and roof. The building features on the Buildings at Risk's register with a priority grade C.

There is no scope for reuse for several reasons: the local planning authority has a policy against residential conversion; Historic England thinks an alternative use is difficult to combine with the need for preservation; community use is unlikely as there is no community in the surrounding area. The church is recommended for vesting.

2005 Pre-vesting scheme

The CCT estimates cost of repairs at £253,623 and a pre-vesting scheme is agreed so to reduce the remaining costs for the CCT to under £100,000. Contributions are secured from the Diocese (£40,000), the Commissioners (£10,000), Historic England (c. £60,000), and World Monument Fund (c£15,900).

2006 Vested

It is now a visitor attraction.

### Conservation deficit

The conservation deficit (in real £) at vesting (2006) is £285,623, i.e. £211 per sqft of nave. The deficit is 23% above average.

The 2001 structural survey doesn't raise concern about the church structure, although some stitching of cracks caused by earlier movement, since corrected by underpinning, is required. Major costs are however identified with respect to the monuments in the chapels. Recommendations for initial works include roofing repairs, drainage, external masonry, pointing and structural work to the chapels, and treatment of pews and pew platforms.

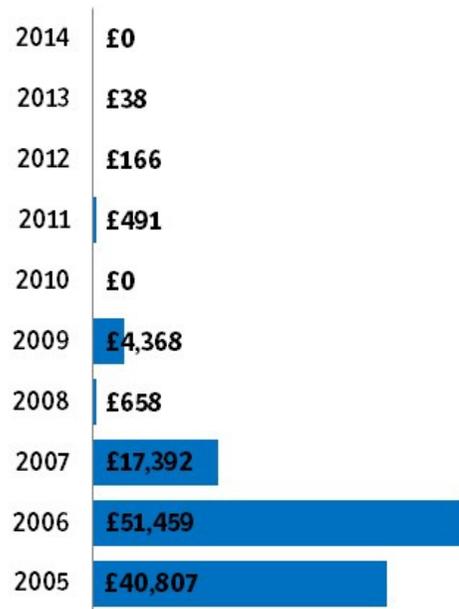
### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

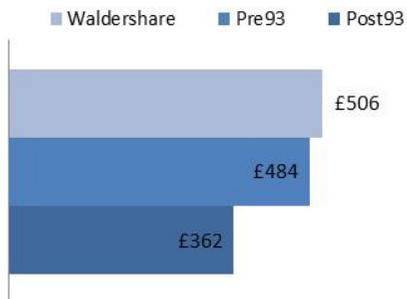
- Total cost of repairs since vesting: £115,378, of which:
  - Pre-vesting package: £40,807.
  - Initial investment: £68,851, undertaken in the first two years (2006-07).
  - Total maintenance costs: £5,721 over seven years (2008-14).
- Average annual maintenance costs (excl. initial investment): £817.
- Average annual utilities cost (since 2009): -£10.
- Occurrences of large intervention expenditure: none.

Figure 29 Actual repair costs, Waldershare (in real £)



Source: BOP Consulting (2014)

Figure 30 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), Waldershare (in real £)



Source: BOP Consulting (2014)

## 5.1.6 St Andrew's Church, East Heselton, North Yorkshire

**Closed:** 2002

**Vested:** 2002

**Direct vesting:** yes

**County:** North Yorkshire

**CCT Region:** North

**Diocese:** York

**UID Number:** 329349

**Parish population:**134

**Build period:** 19<sup>th</sup> Century

**Dimensions:** nave 70ft/37ft (2590 sqft)

**Building materials:** Aislaby sandstone ashlar walls, slate covered spire roof, clay tiles and clay ridge tiles.

**Historic character and significance:** St Andrew's stands in a large churchyard at the southern end of the hamlet. Completed in 1877, the village church includes a striking 32-metre spire. The church is built in the Transitional style, with an Italianate feel. The exuberant Victorian interior contains a fine stone pulpit and pews set in an oak-boarded floor. The church is Grade I listed.

**Current use:** monument / tourist attraction

**Conservation deficit at vesting:** £196,757 (15% below average)

**Conservation expenditure since vesting:** £84,759

### Conclusions:

Factors influencing conservation deficit:

- Good state of repair by the diocese until its closure.
- Short vesting process (less than a year through direct vesting).



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### History

2002 Closure and direct vesting

The village population is 134 and an average Sunday congregation is 4. The parish has two churches but there is no local trust or individual who will care for and maintain the building.

The Advisory Board states that except for the organ (dated 1937) the original furnishing and fittings appear complete, and form an entity with the building. The church has national importance. For these reasons, alternative use is difficult to conceive.

The CCT estimates the repair costs at £59,280 and maintenance costs following the repair of c. £1,000 per annum. The modest bill is the result of good care of the building by the diocese.

2002 Vested

### Conservation deficit

The conservation deficit (in real £) at vesting (2002) is £196,757, i.e. £76 per sqft of nave. The deficit is 15% below average.

The 1999 inspection report describes a building extremely well kept and generally in good condition after several maintenance projects in recent years, including re-pointing of the tower 10 years before with the aid of an EH grant.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £84,759, of which:
  - Initial investment: £63,822, undertaken two years after vesting (2004).

The 2001 inspection report identified essential repairs to rainwater goods and the need for wood borer treatment to the upper tower area as urgent and some re-pointing of the stonework as required. There was some slippage and loss of tiles on all roofs.

  - Total maintenance costs: £20,936 over 10 years (2005-2014).
- Average annual maintenance costs (excl. initial investment): £2,094.
- Average annual utilities cost (since 2009): £48.
- Occurrence of unplanned high expenditure: none.

Figure 31 Actual expenditure, St Andrew's East Heselton (in real £)



Source: BOP Consulting (2014)

Figure 32 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), St Andrews East Heselton (in real £)



Source: BOP Consulting (2014)

## 5.1.7 St Peter's Church, Satterleigh, Devon

**Closed:**1996

**Vested:** 1996

**Direct vesting:** yes

**County:** Devon

**CCT Region:** West

**Diocese:** Exeter

**UID Number:** 445597

**Parish population:** 50

**Build period:** 15<sup>th</sup> century

**Dimensions:** unknown, maximum capacity 40

**Building materials:** unspecified

**Historic character and significance:** St Peter's interior features a panelled oak roof, carved pulpit, reading desk and beautiful painted texts. There is a 15<sup>th</sup> century font and notable Victorian tiles. The church is Grade I listed.

**Current use:** monument / tourist attraction

**Conservation deficit at vesting:** £115,805 (50% below average)

**Conservation expenditure since vesting:** £157,510



### Conclusions:

Factors influencing conservation deficit:

- Short vesting process (less than a year through direct vesting).
- Bad state of repair, roof repairs needed.

Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

### History

1996 Closure and direct vesting

A very small congregation, remote location and high repair costs lead to the church being presented for direct vesting by the diocese.

The local authority does not wish the interior or exterior to be compromised, and any intrusive conversion would be excessively costly in terms of archaeological investigation. The neighbouring landowner does not feel able to take on the building, nor is a local trust a possibility.

### Conservation deficit

The conservation deficit (in real £) is £115,805 in 1994, two years before vesting. It is 50% below average. The essential factor in the deficit is roof repairs.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £157,510, of which:
  - Initial investment: £134,722, undertaken in the first three years (1996-98).
  - Total maintenance costs: £22,788 over 16 years (1999-2014).
- Average annual maintenance costs (excl. initial investment): £1,424.
- Average annual utilities cost (since 2009): £44.

- Occurrence of unplanned high expenditure: none.

**Figure 33 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), St Peter's Satterleigh (in real £)**



Source: BOP Consulting (2014)

**Figure 34 Actual expenditure, St Peter's Satterleigh (in real £)**



Source: BOP Consulting (2014)

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## 5.1.8 St Andrew's Church, Cranford, Northamptonshire

**Closed:**1989

**Vested:** 1996

**Direct vesting:** yes

**County:** Northamptonshire

**CCT Region:** South East

**Diocese:** Peterborough

**UID Number:** 230993

**Parish population:** 445

**Build period:** 12<sup>th</sup> century

**Dimensions:** unknown

**Building materials:** unspecified

**Historic character and significance:** St Andrew's showcases a varied history: a Norman arcade, additions from every subsequent medieval century, some Flemish glass, full furnishing from the 19<sup>th</sup>-century, memorials brasses. The church is Grade II\* listed.

**Current use:** monument / tourist attraction

**Conservation deficit at vesting:** £146,470

**Conservation expenditure since vesting:** £211,251 (8% below average)

One occurrence of high intervention expenditure £55,877 nine years after vesting (2005).

### Conclusions:

Factors influencing conservation deficit:

- Short vesting process (less than a year through direct vesting).
- Bad state of repair due to the small parish not having the financial capacity to maintain two churches.



Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

### History

1989 The parish has a population of 455 and has two medieval churches, Cranford St John's, which is used all year round, and Cranford St Andrew's, which is used for occasional services during the summer months. The parish having found difficult to maintain both churches, has concentrated its efforts on St John's and in 1989 the PCC passes a resolution asking the diocese to take steps to have St Andrew's closed.

1996 Closure

The Advisory Board recommends direct vesting. The building is of exceptional interest from an historic and archaeological viewpoint and notable from an architectural and aesthetic perspective. There is no direct access to the building and no suitable alternative use.

1996 Vested

## Conservation deficit

The conservation deficit (in real £) is £146,470 at vesting in 1996, i.e. 8% below average. It remains at £54,958 in 1998.

The main factor influencing the deficit is a lack of maintenance, which is explained by the small size of the parish and the lack of financial resources to maintain two churches.

The 1989 inspection report identifies urgent repairs to the floors in the tower, the north aisle roof and treatment of fungal attack in the nave.

## Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

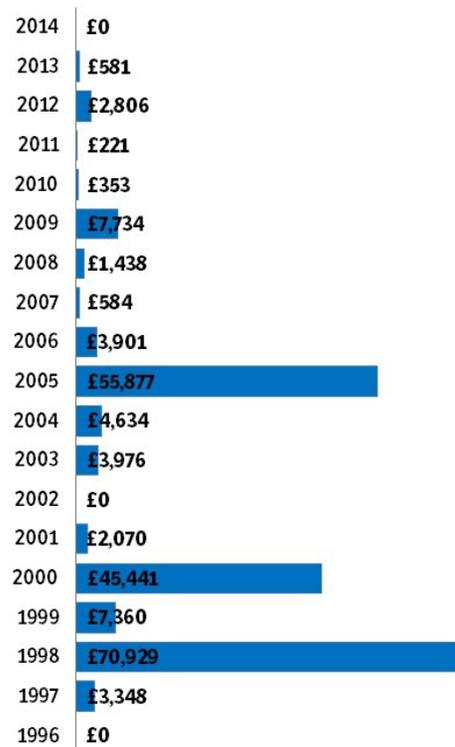
- Total cost of repairs since vesting: £211,251, of which:
  - Initial investment: £127,077, undertaken in the first five years (1996-2000, two phases addressing external then internal works).
  - Total maintenance costs: £84,174 over 14 years (2001-14).
- Average annual maintenance costs (excl. initial investment): £6,012.
- Average annual utilities cost (since 2009): £44.
- Occurrence of intervention expenditure: £55,877 nine years after vesting (2005).

**Figure 35 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), St Andrew's Cranford (in real £)**



Source: BOP Consulting (2014)

Figure 36 Actual expenditure, St Andrew's Cranford (in real £)



Source: BOP Consulting (2015)

## 5.1.9 St Mary's Church, East Bradenham, Norfolk

**Closed:**1992

**Vested:** 1996

**Direct vesting:** no (rejected)

**County:** Norfolk

**CCT Region:** South East

**Diocese:** Norwich

**UID Number:** 221001

**Parish population:**700

**Build period:** 14<sup>th</sup> century

**Dimensions:** nave 41ft/17.5ft (717 sqft), aisles each 12ft wide, chancel 32ft/17ft

**Building materials:** local flint with an admixture of brick and stone dressing, lead roofs.

**Historic character and significance:** St Mary's church stands in the village of Bradenham. The chancel is basically Norman but the nave and aisles were rebuilt in the 14<sup>th</sup> century and the tower and the two-storey north porch were added during the 15<sup>th</sup> century refurbishment. The round clerestory windows with quatrefoil tracery are unusual. The church is Grade I listed.

**Current use:** monument / tourist attraction

**Conservation deficit at vesting:** £178,694 (23% below average)

**Conservation expenditure since vesting:** £432,473

Two occurrences of large intervention expenditure: £41,286 seven years after vesting and of £32,653 fifteen years after vesting

### Conclusions:

Factors influencing conservation deficit:

- Very poor state of repair due to a small parish not having financial capacity to maintain two churches.
- Exceptional damage to roof due to a storm nine years before vesting

- The vesting process (including six months advertisement for reuse) lasted four years, as direct vesting wasn't granted due to insufficient CCT resources in the Triennium and local representations against closure were raised.



### History

1992 Application for direct vesting declined

The parish cares for two outstanding medieval churches within a short distance of each other in this small rural community; they feel unable to financially sustain both and seek direct vesting for St Mary's, East Bradenham. The other church, St Andrew's Church, West Bradenham has received a 40% grant from Historic England, but no grant aid has been sought for repairs to St Mary's Church. The ABRC considers St Mary's to be finer than St Andrew and that funding for repairs should be achievable.

The cost of repair is estimated at £257,000, including substantial amount of work required to the roof that was damaged by a storm in 1987 and work required over a ten year period which involving re-leading and renewal of stonework to

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eleven windows. The CCT warns that vesting the building would have too great an impact on the Trust's limited resources for vesting in the first triennium. For these reasons, direct vesting is declined.

#### 1995 Representations

Mr R Burler-Stoney, a member both of the Norwich Diocesan Pastoral Committee and the Norfolk Churches Trust, Breckland District Council, and Historic England submits a representation. Mr R Burler-Stoney argues that St Mary's is not pastorally redundant, that the village is capable of maintaining it and that the decision to keep St Andrew's in use over St Mary's had been wrong. The only perceived advantage of the scheme is to hand over the financial responsibility of the upkeep. After further consideration by the diocese and the CC the decision to close St Mary's is upheld.

Alternative use not found

The building is advertised for sale during a standard six-month period. The DRCUC reports that no other denomination has been found to take the building over, and concludes that because of its size, location and condition of the fabric, no suitable alternative use has emerged.

Decision

The ABRC regards St Mary's as a building of great architectural and historic interest which must be preserved together with its furnishing. It recommends that it be vested without delay in the Fund.

The CCT allocates a sum to cover the first phase of the work, expected to cost between £100,000 and £167,000, from the fund available for new vestings in the current Triennium.

#### 1996 Vested

The conservation deficit (in real £) at vesting (1996) is £178,694, i.e. £249 per sqft of nave. The deficit is 23% below average. In 1992, it was £415,911.

The essential factors influencing the deficit are progressive deterioration of the fabric due to lack of maintenance and exceptional damage to roof due to a storm nine years before vesting.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

- Total cost of repairs since vesting: £432,473, of which:
  - Initial investment: £321,761, undertaken in the first four years (1996-99).
  - Total maintenance costs: £110,712 over 15 years (2000-14).
- Average annual maintenance costs (excl. initial investment): £7,381.
- Average annual utilities cost (since 2009): £44.
- Occurrences of large intervention expenditure: £41,286 seven years after vesting and of £32,653 fifteen years after vesting.

### Conservation deficit

Figure 37 Actual expenditure, St Mary's East Bradenham (in real £)



Source: BOP Consulting (2014)

Figure 38 Average actual utilities costs per year, compared with average for pre-'93 and post-'93 estates (period 2009-2014), St Mary's East Bradenham (in real £)



Source: BOP Consulting (2014)

## 5.1.10 St Giles' Church, Imber, Wiltshire

**Closed:**1943

**Vested:** 2005

**Direct vesting:** no

**Pre-vesting package:** yes

**County:** Wiltshire

**CCT Region:** West

**Diocese:** Salisbury

**UID Number:** 313552

**Parish population:**Unknown

**Build period:** 13<sup>th</sup> century

**Dimensions:** nave 40ft/13ft (520sqft)

**Building materials:**Dressed limestone with flint, clay tile roofs.

**Historic character and significance:**St Giles stands in the middle of the military training area of Salisbury Plain; it remains in the village of Imber (now just abandoned houses) which was evacuated for military training purposes in 1943. The 14<sup>th</sup> century tower has five pinnacles. The interior is divested of its fittings and contains remains of medieval wall paintings including a rare depiction of the Seven Deadly Sins and a set of 17<sup>th</sup>-century bell ringing changes painted on the north wall of the tower. The church is Grade I listed (upgraded from Grade II\*).

**Current use:**monument / tourist attraction

**Conservation deficit at vesting:** £234,063 (1% above average)

**Conservation expenditure since vesting:** £326,405

### Conclusions:

Factors influencing conservation deficit:

- Good care provided by the army up to vesting.
- Damp due to lack of ventilation and water ingress.

Factors influencing conservation expenditure post vesting:

- Exceptionally long period of initial repairs due to constraints applied by army on access to building.



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### History

1943 Requisition of the village by the army. Since requisition residents have only been allowed back for annual services at the church and to tend the graves by special permission.

2002 Closure

The building is in need of extensive repairs, with costs estimated at £200,900. The Army experiences funding constraints and can no longer continue with their existing commitment. Vesting is sought on the basis of the significance of the building.

Reuse is impossible due to the location of the church in the middle of an Army training area. The group of Friends of Imber Church is active but membership is small and it lacks members with the professional skills necessary to take responsibility for the building. The establishment of a specially created body of

trustees is considered but eventually rejected due to an unlikely outcome.

A pre-vesting package is developed so additional funding can be sought prior to the building being vested in the CCT. The Ministry of Defence contributes £60,000 and further £22,233 of grants is secured. The repair liability for the CCT is therefore reduced to £118,000.

2005 Vested

The church is a visitor attraction. Public access is restricted to some periods of the year to fit with military use of the surrounding site.

### Conservation deficit

The conservation deficit (in real £) at vesting (2005) is £234,063, i.e. £450 per sqft of nave. The deficit is 1% above average.

The 1996 inspection report describes good care provided by the army. However there are severe problems with damp, which are threatening the wall paintings, and the stonework is also corroded in places, particularly the pinnacles, and the porch ceiling.

The 2004 report notes continuing degradation since last report, due to damp and lack of ventilation. In addition water ingress from the tower is reported. Dealing with wall paintings is deemed a matter of urgency and an immediate analysis of their condition by a high calibre specialist is recommended.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

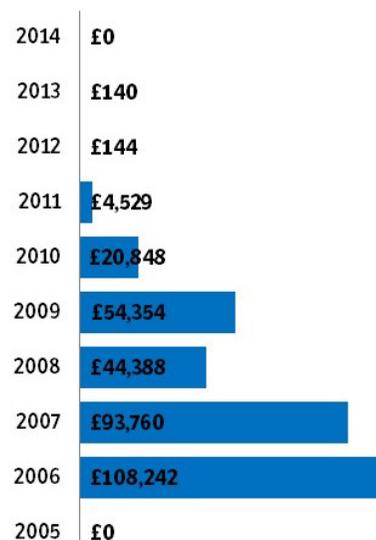
Key data points include:

- Total cost of repairs since vesting: £326,405, of which:
  - Initial investment: £321,592, undertaken in the first six years (2005-10). This exceptionally long period for initial works is due to the restrictions of access imposed by the situation of the building in a military area.

The restrictions to access may explain why the repair bill has exceeded initial estimates (e.g. repeated costs for site set-up, scaffolding and security would typically be expected).

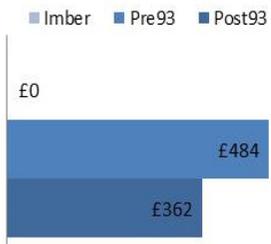
- Total maintenance costs: £4,813 over 4 years (2011-14).
- Average annual maintenance costs (excl. initial investment): £1,203.
- Average annual utilities cost (since 2009): £0.
- Occurrences of large intervention expenditure: none.

Figure 39 Actual Expenditure, St Giles Imber (in real £)



Source: BOP Consulting (2014)

**Figure 40 Average actual utilities costs per year, compared with average for pre'93 and post '93 estates (period 2009-2014), St Giles' Imber (in real £)**



Source: BOP Consulting (2014)

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## 5.1.11 St Helen's Church, Little Cawthorpe, Lincolnshire

**Closed:** 1996

**Vested:** 1997

**Direct vesting:** no

**County:** Lincolnshire

**CCT Region:** North

**Diocese:** Lincoln

**UID Number:** 195907

**Parish population:** Unknown

**Build period:** 19<sup>th</sup> century

**Dimensions:** unknown

**Building materials:** Brick

**Historic character and significance:** St Helen's is located in the centre of the village. It is was constructed during the 19<sup>th</sup> century with a spire in the style of early 14<sup>th</sup>-century. It was considered to be a model for parishes of modest means. The church is Grade II listed.

**Current use:** monument

**Conservation deficit at vesting:** £218,457 (5% below average)

**Conservation expenditure since vesting:** £69,778

### Conclusions:

Factors influencing conservation deficit:

- CCT's expertise engaged to demonstrate no structural movement to building exists.



Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

### History

1996 Closure

1996 Partial demolition rejected

The chancel and vestry are deemed to have suffered structural movement which has led to a Dangerous Structure Notice. The building is not eligible for grant aid and the cost of repair leads to closure.

The parish suggests that the chancel and vestry should then be demolished. The demolition is rejected as unacceptable as that option would almost certainly draw objections from heritage and conservation groups.

1996 Failed reuse

The local planning authority (East Lindsey District Council) is not in favour of a use involving subdivision. A marketing campaign and attempts to establish a local trust are unsuccessful.

1996 Advisory Board and representations

The Advisory Board recommends that given the overall importance of the building, if it cannot be retained in use, then it should be vested in the interests of the Church and the Nation.

Parishioners are however opposed to the reinstatement of the pews, the joints of which had been sawn off to facilitate their removal to Orby Church immediately prior to closure. The bishop is involved to facilitate resolution, and the committee approves vesting on the understanding that contents which have been removed would be returned at the appropriate time. The CCT repair estimate amounts to £73,000.

1997 Vested

### Conservation deficit

The conservation deficit (in real £) just after vesting (1998) is £218,457, i.e. 5% below average.

Main works are expected to involve rectification of the structural problems at the chancel and vestry where movement is deemed to have occurred.

### Conservation expenditure

The figures below describe actual expenditure incurred since vesting.

Key data points include:

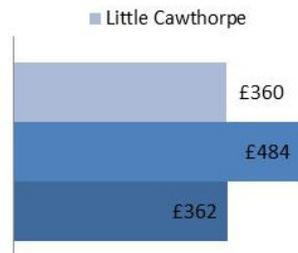
- Total cost of repairs since vesting: £69,778, of which:
  - Initial investment: £56,083, undertaken in the first four years (1997-2000). The CCT commissioned structure reports that confirmed the absence of structural issues. Repair costs were therefore reduced dramatically.
  - Total maintenance costs: £13,695 over 14 years (2001-14).
- Average annual maintenance costs (excl. initial investment): £978.
- Average annual utilities cost (since 2009): £360.
- Occurrences of large intervention expenditure: none.

Figure 41 Actual expenditure, St Helen's Little Cawthorpe (in real £)



Source: BOP Consulting (2014)

**Figure 42 Average actual utilities costs per year, compared with average for pre'93 and post'93 estates (period 2009-2014), St Helen's Little Cawthorpe (in real £)**



Source: BOP Consulting (2014)

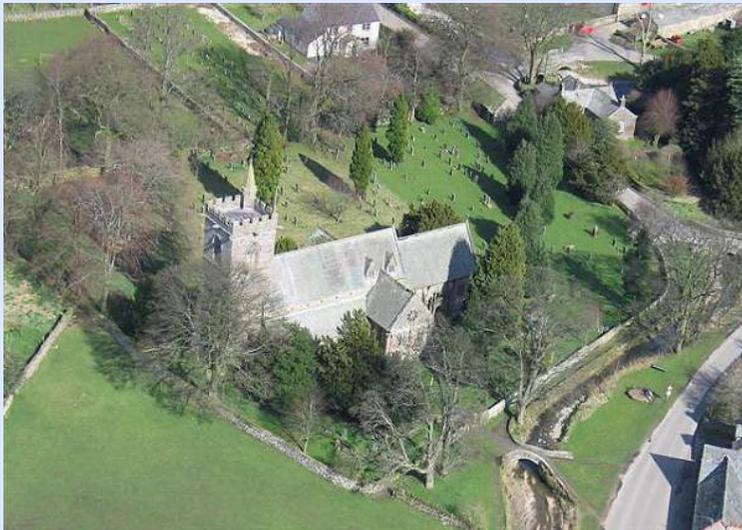
## 5.2 Case studies: preventative cases

### 5.2.1 St Lawrence's Church, Crosby Ravensworth, Cumbria

**Historic character and significance:** The church contains works of various architectural periods, the oldest dating from c. 1120. Later additions and restorations are numerous. The Church is Grade I listed.

**Conclusions:**

The CCT's key actions to achieve change included the facilitation of meetings with local stakeholders, and change of mindset.



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### Outcomes achieved

The CCT's involvement ceased within six months and after only two meetings with the local community. The key ingredient of success was the CCT's role in facilitating a change in the community's mindset, so that new opportunities of engagement could be found outside the diminishing congregation.

### History

2003 Quinquennial inspection report

The report describes the fabric of the building to be generally in good condition and well maintained within a limited budget. Certain long standing problems are highlighted however. A long list of recommended works is provided, which amounts to a total of £25,000 over next five years.

2008 Process of closure and failed search for new use

The diocese markets the church to try and secure a quick transfer to a new secular use. The listed status is a constraint, and the diocese's suggestion of an education space integrating an overnight accommodation facility doesn't attract responses.

2008 **CCT's engagement with local stakeholders**

An initial meeting was convened and gathered local stakeholders to discuss options for the future of the church. Attendees included representatives from the diocese, churchwardens, local councillors, Churches Trust for Cumbria (CTFC), the CC and the CCT.

Options presented by the CCT included first, setting up a new community-run trust or Friends' group to prevent closure for worship and support the search for alternative use – the CCT and CTFC would support the group for fundraising, etc; and second, vesting in the CCT.

An early preference for a community-run scheme emerged. And at a second meeting, the community stakeholders had found a way forward.

## 5.2.2 St Mary's Church, Kemptown, Brighton, Sussex

**Historic character and significance:** A 19<sup>th</sup>-century church located in central Brighton. It is the only ecclesiastical building in England designed by the renowned architect William Emerson. It is designed in the Early English style blended with French Gothic. The building is open as a parish church, maintained and managed by the PCC. The church is Grade II\* listed.

### Conclusions:

The CCT's key actions to achieve change included the facilitation of a working partnership with the Diocese and Parochial Church Council, using CCT input to help explore and develop new plans for the future. The efforts have resulted in the PCC re-engaging with local communities and options for future uses being assessed. The church is no longer planning to close the building.



### History

2005 The church is identified for potential closure in the Brighton and Hove Deaneries Pastoral Strategy Review.

The ABRC considers the building of outstanding architectural quality and interest, and of sufficient importance to merit conservation by CCT. The development offers no real hope of providing the necessary facilities to support alternative use. Repair costs are estimated at £1m.

- 2010 **A working partnership between St Mary's and the CCT's Regeneration Team.** Although the church hosts regular music recitals, the diocese and the PCC of St Mary's were keen to explore further uses of the building which could support the ministry and vision of the church. The partnership meets regularly and uses the Regeneration Team's Business Process as a way to structure project development.
- 2011 After generous funding from the Lankelly Chase Foundation, the CCT and PCC plan and run a successful open day to celebrate and showcase the beauty of the building, fundraise and explore opportunities for additional use. The open day includes lots of family friendly activities and events and is a huge success with over 500 people attending from the local and wider community. Visitors were asked what they felt was special about St Mary's and what they wanted to see run from the church. These results are fed into an Options Appraisal which explores feedback in more detail and guides St Mary's on the most sustainable and viable options for future use.
- 2014 The CCT reports that St Mary's has made very good progress towards sustainability and is no longer considering closure. The excellent work led by the St Mary's PCC and Steering Group and supported by the CCT has helped to demonstrate that the building is a viable church and that talk about closure was premature.

### Outcomes achieved

- An increased use of the building which has brought many new people through St Mary's doors and helped the local community to appreciate the fantastic asset. Through this openness it is hoped that more uses and users will bring forward ideas for the building's future,

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further building community interest in St Mary's and its long term viability.

- The business planning assignment helped to bring into focus the financial and other assets of the church and helped to analyse how these could support wider community and mission aims. By setting these out the PCC has been able to make informed choices about the strategic direction for the church as a 'social enterprise'. This work will provide a good basis for the development of a full business plan in the next phase of development.
- The building itself has benefited from a thorough, PCC-led analysis of its significance. The development of an Assessment of Significance for St Mary's will help to inform future development options and choices. It has also increased the knowledge of the Steering Group and the PCC about their building and this will help them to become 'expert clients' to future professional teams.
- The PCC and the Steering Group members have also developed their skills and capacity over the years. For a project like this, volunteers are as important as the building, funding and professional resources; and the volunteers have shown themselves equal to the task of addressing and turning around a challenging situation.



## 5.2.3 All Saints' Church, Benington, Lincolnshire

**Historic character and significance:** An early 13<sup>th</sup>-century church, with extensions at later periods. This is an important medieval church, with furnishing and fittings of considerable quality. The church is Grade I listed.

### Conclusions:

Following closure of the church in 2003, the CCT engages with the Benington Community Heritage Trust in 2009. CCT's key actions to achieve change included the development of proposals for a range of community uses after wide consultation with local stakeholders and population. The local trust was then encouraged to take forward the proposal for a 'centre for rural services, heritage and learning activities' independently and sign a lease with the diocesan trust. The CCT was also appointed to develop a Stage 2



### History

1998 Quinquennial inspection report

The report describes a stable structure and a nave roof in excellent condition. The north and south aisle are however in need of repair, which is estimated at £48,000 (beetle infestation and wet rot). No other major work is required. Reglazing of two windows is noted, due to acts of vandalism.

- 2002 The ABRC rejects a direct vesting request. Despite a considerable historic and archaeological interest, the church and its contents lack detailing and refinement. The ABRC recommends however the church be vested in CCT as a last resort should no use be found.
- 2003 The nave is declared unsafe and the church is closed. The congregation makes contact with Historic England, which offers £78,000 in grant aid. However the local community is asked to raise a matching amount, and the declining congregation decides not to pursue the project.
- 2009 **The Benington Community Heritage Trust (BCHT) starts working with the CCT's Regeneration Team** on how to bring forward proposals for a range of community uses for the church. Proposals are developed in wide consultation with local representative agencies and a series of well-attended open days with considerable CCT input. The BCHT manages to obtain two major grants (HLF and the Architectural Heritage Fund (AHF)) for £320,000 for urgent repairs and feasibility studies for the adaptation of the church to meet the community's needs.
- 2013 The CCT successfully tenders for the project management contract to support BCHT develop their Stage 2 bid to the HLF. Duties include support to the Trustees to finalise the appointment of the Beonna Development Manager who will build up the volunteer base, fundraise and develop strategic partnerships in support of the project; and the management of the appointments of professional team on behalf of the Trustees.
- 2014 A lease is proposed between the Lincoln Diocesan Board of Finance and BCHT. The approved use is that of a centre for rural

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services, heritage and learning activities, community purpose and permitted occasional Christian worship.

2015 The BCHT is about to submit a Stage 2 HLF grant to fund preservation and conversion of the building. The project cost is estimated at £2m.

### Expected outcomes

The Beonna at All Saints will become a hub for community activities, education and learning and will put the heart of the village - the church – back once again in the centre of community life. BCHT are developing a number of activities and opportunities that could operate from the Beonna. These include:

- The provision of formal learning activities (workshops, talks and tours, apprenticeship programmes) which will enable the rich and varied mosaic of South Lincolnshire heritage to be explored and understood in a fun and engaging way. The Beonna will also provide people with the opportunity to undertake professional development and improve skill sets.
- The Beonna will also re-establish essential local services in the village, many of which have disappeared in recent years. Services which will benefit local people include the provision of a drop-off and collection point for postal items and retail space with a stock of basic groceries. BCHT are keen to develop open and flexible retail space for local businesses with the Beonna.

- The Beonna will deliver real benefits to the local and wider community and will serve as a connective nucleus for exploring the rich and varied mosaic of South Lincolnshire heritage. An engaging, informative and fun interpretation package will be developed to bring to life the stories of All Saints’ and Benington. Interpretation will draw out the beautiful characters of All Saints and explore what makes this site unique.

The CCT’s work has enabled a low income rural community to develop a sustainable project.



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# 6. Conclusions

The quantitative analysis presented in this report is the first systematic analysis of the CCT's financial investment in the conservation of many of England's most historic church properties. It attempts to answer a number of key questions for Historic England regarding the CCT's work over the past 40+ years, and in particular to:

- assess the cost effectiveness of the CCT's current 'post '93' management model, compared to the previous 'pre '93' model;
- establish the conservation deficit of churches in the CCT portfolio;
- understand the factors that influence the CCT's ongoing conservation expenditure.

## Cost effectiveness

After normalising the data to take account of inflation, the results confirm that the CCT's post '93 model does indeed have a higher upfront cost, while the more 'ad hoc' approach in the pre '93 investment model shows higher costs at later stages. In a direct comparison over 15 years, the total expenditure for the post '93 model is still higher, though the gap with the expenditure level of the pre '93 model decreases significantly over time.

However, as heritage is a long term business it is important to understand how cost-effectiveness works out over a longer timescale. Using an econometric model to forecast the data for a 30-year period suggests a long-term saving for CCT through implementing the post '93 investment. The point at which the post '93 model becomes more cost effective than the pre '93 model is between 19 and 20 years after vesting. Utilising the post '93 investment approach therefore produces an estimated saving to CCT of £136,511 per church over a 30-year period, a 29% saving compared to the pre '93 model.

But this direct comparison implicitly assumes that there are no major differences between the two groups of churches in each model. If there are significant differences between the two groups of churches,

then the identified differences in expenditure patterns cannot accurately be attributed to the different management models. To investigate whether the two groups of churches are similar, we examined the initial state of the churches at vesting by estimating the conservation deficit of the churches under the two models.

## Conservation deficit

The data shows a clear trend: that more recent churches tend to have a higher conservation deficit. The average conservation deficit for the post '93 churches (£231,274) is a third greater than for the average for the pre '93 churches (£154,659). This suggests that the churches vested after 1993 have required a larger amount of work to be undertaken than those in the earlier era.

This difference in conservation deficit could be explained by a number of factors:

- profile (e.g. age, size, location);
- the particular dynamics of usage over time (e.g. if the church was left closed and not used for a length of time before vesting);
- prior repair and conservation work

It was not possible to test for these factors within the quantitative analysis, but they are explored through the case studies.

The project's steering group has identified factors that would be particularly useful to explore at a later date (pending availability of the dataset. Factors include: date of the latest overhaul of the roof (understanding that such repair is a major expenditure), a more subtle definition of the period of building (e.g. medieval versus post medieval), and listed status.

## Cost effectiveness re-visited

We therefore assessed the average cumulative amount spent per year as a percentage of the initial conservation deficit, as this method controls to a more accurate degree for the variance of the churches in the two management models. This more refined analysis produces markedly different results:

- the post '93 model now shows a net saving after year 9;
- from the perspective of the entire 30 year timespan, the post '93 model leads to an efficiency gain of 53% over the pre '93 model.

### Building efficiency

The investment made under the post '93 management model also leads to an additional financial advantage. Over the seven year period for which data is available, the post '93 churches are more efficient in their utilities consumption in each year, and the discrepancy widens across the time period. The CCT might find it helpful to explore why this decrease in utilities costs has come about.

### Factors that influence the CCT's ongoing conservation expenditure

The first years of vesting have the highest levels of expenditure as they represent - for both models - an investment phase (both pre and post '93 models have a peak expenditure around year 1). Higher expenditure in later periods is therefore likely to be driven by unforeseen circumstances. But does the difference in management models make any difference to the sums that have to be invested down the line to cover these circumstances?

We used a probability analysis to test how likely it is that a church will need to make a 'critical', high level of expenditure between year 5 and year 15 after vesting. The results suggest that the post '93 model is slightly better in providing increased protection to church buildings from unforeseen events. However, the incidence of expenditure breaching a critical level is still high for both models, indicating that the CCT portfolio is still very susceptible to unforeseen events.

To look at what factors might trigger later periods of critical expenditure, we used a linear probability econometric model. This model suggests that the base probability for every church to have a critical expenditure level between years 5 and 15 after vesting is 32%. Churches in urban areas are more likely to experience an incidence of expenditure above the defined critical level (an additional 17%), as are churches from the 15th century (an additional 15%). However, this probability analysis is restricted by the small number of explanatory

variables that are available to test within the econometric model. A wider range of explanatory factors is discussed in the case studies below.

The qualitative analysis presented in this report in the form of case studies:

- firstly provides insights on the social and economic factors influencing the condition of the churches vested in the CCT, and therefore the conservation deficit and level of investment needed at vesting;
- secondly looks at the factors influencing the outcome for a church engaged in the CCT's preventative scheme, and in particular factors that lead to the successful engagement of a community with a church building.

We used a combination of interviews with key informants at the CCT and the CC, and analysis of archives at the CCT and the CC.

### Factors that influence the conservation deficit of churches vested in the CCT's estate

We examined empirically the factors that have had an influence on the conservation deficit of the churches. Factors may be categorised by types as follow.

- Static factors:
  - deterioration of the fabric due to the nature of building materials often combined with unfavourable local conditions (Waterloo and Princetown);
  - location in urban environments where a disused building is vulnerable to heritage crime (Waterloo and Bristol St Paul).

Occurrence of one or more such static factor has by itself an important bearing on the conservation deficit at vesting. Bristol St Paul's, Princetown and Waterloo are the churches within the case studies sample whose conservation deficit is highest. Ongoing repairs also continue to be high.

- Dynamic worship uses:

- neglect while the church is still used for worship due to diminishing financial capacity of the parish to sustain repair needs (Princetown);
- sometimes combined with the need to prioritise the use of resources when more than one church is cared for by a parish (Cranford and East Bradenham).

A longer period of neglect systematically results in a higher conservation deficit. While lack of financial capacity of a parish is not alone meant to be a principal rationale for bringing the building into the CCT's care, it often is a contributing factor as a direct consequence of a diminishing size of the parish relative to the financial liability. Mixed use (for worship and other community events) may be an alternative. This is further explored below when looking at the Social Engagement Model.

The Church of England holds data about parishes' size and number of churches per parish. A map of small parishes caring for more than one significant church could be easily drawn to identify churches /parishes at risk of closure. Targeted support could be provided to engage with the community, and enable alternative uses or other funding sources to be explored in good time.

- Dynamic non-worship uses:
    - neglect or disrepair while the church is being used after closure for non-ecclesiastic uses, failing to abide by the terms of the lease with the diocese regarding maintenance duties and/or authorised uses (St Martin's Colchester, reused as an arts centre and Waldershare, reused as a monument).
- The CC hold data about significant churches reused under a lease. It is unlikely that all reused buildings by dioceses could be supported. Perhaps a shared register of leases of churches of architectural significance could help with monitoring risks.
- Factors linked to the regulations of the vesting process:
    - prolonged neglect during the vesting process aggravates static factors and disrepair conditions produced by past neglect (Princetown, Waterloo, Bristol St Paul's, St Martin's Colchester,

Waldershare); in this respect direct vesting is effective at avoiding such aggravation for straight-forward cases (East Heslerton, Satterleigh, Cranford);

- a long period of search for alternative reuse, often with numerous failed opportunities also contributes to prolonging the period of neglect; the MPM imposes that churches can only be vested if no other alternative use is found, which means that all suitable offers will be investigated;
- local representations raised which object to the closure (Princetown, East Bradenham);
- insufficient financial resources available for CCT to take the building into their care, due to cost of repairs being too high within the funding triennium (Waterloo, Little Cawthorpe); in such cases demolition is pushed forward as an option, which triggers additional processes (up to a non-statutory inquiry to the Secretary of State, as in the extreme case of Waterloo which added six years to an already long process);
- pre-vesting packages are effective at releasing some of the burden of the repair costs from the CCT, but they also extend the vesting process and therefore a period of potentially continuing neglect (Waldershare, Bristol St Paul's).

CCT strategic approach is to systematically explore opportunities for pre-vesting packages to raise awareness on its limited resources and share responsibility of the future of the building with the local parish. Large pre-vesting packages have been critical to enable the CCT to proceed with vesting in some cases (e.g. Waterloo, Bristol St Paul), and small packages such as those involving only the Old Church Repair Fund are equally useful.

- Unforeseeable events:
  - Extreme weather conditions such as a storm
  - Heritage crime (i.e. vandalism, arson, metal theft)

In the worst cases, those factors combine to produce high conservation deficits.

## Factors that influence the occurrence of large repair bills after the initial period of investment

We have searched for recurring factors that may influence large repair bills in the later years of vesting, looking particularly for large intervention expenditure.

The definition of 'large' is broadly any year showing expenditure higher than c. £20k. It is different from the 'critical high expenditure' concept applied in the quantitative analysis.

Factors included:

- Repairs to address continuing deterioration of the fabric due to static factors (Princetown)
- Unplanned interventions such as expenses engaged to provide kitchen and bathroom facilities for the community using the churches (Waterloo, St Martin's Colchester)
- Heritage crime (i.e. vandalism, arson, metal theft).

## Factors that influence community engagement within the CCT's Social Engagement Model

Our analysis of the CCT's social engagement 'pilot' work particularly looked for those key changes that allow a community to find successful uses for the building. We found that common factors to all projects included the:

- ability of the wider community to explore use beyond use of worship.

The CCT's skills at facilitating partnership working and local consultation is a key determinant in shifting mindsets.

- ability of the community to generate long term engagement across a variety of local partners and mobilise funding schemes. To achieve this, the CCT's expertise itself or support to access professional advice helps. The social engagement model addresses this directly and shows early signs of success.

The programme currently focuses on churches in more urban environments or earmarked cases where there are communities open to engagement.

## Recommendations

For future analysis, it would be useful if the following data was readily available for all churches vested in CCT's estate:

- Listed status
- Date of latest overhaul of roof (pre-vesting)
- Relevant period (medieval versus post medieval, or any other suitable category)
- Size of the church
- Parish population at vesting
- Number of churches looked after by the parish
- Years of inspection reports

# 7. Appendix

## 7.1 Transforming the data in real terms

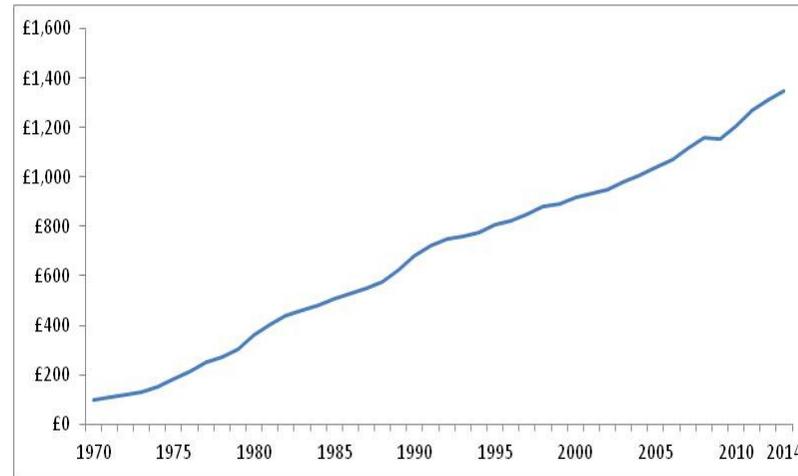
In order to transform the figures into 'real £', we used data from the Consumer Price index published by the ONS and the Bank of England regarding the years covered by CCT's portfolio (see Figure 43).

**Figure 43 Annual Inflation 1970-2013**

Year	Inflation	Year	Inflation
1970	6.4%	1992	3.7%
1971	9.4%	1993	1.6%
1972	7.1%	1994	2.4%
1973	9.2%	1995	3.5%
1974	16.0%	1996	2.4%
1975	24.2%	1997	3.1%
1976	16.5%	1998	3.4%
1977	15.8%	1999	1.5%
1978	8.3%	2000	3.0%
1979	13.4%	2001	1.8%
1980	18.0%	2002	1.7%
1981	11.9%	2003	2.9%
1982	8.6%	2004	3.0%
1983	4.6%	2005	2.8%
1984	5.0%	2006	3.2%
1985	6.1%	2007	4.3%
1986	3.4%	2008	4.0%
1987	4.2%	2009	-0.5%
1988	4.9%	2010	4.6%
1989	7.8%	2011	5.2%
1990	9.5%	2012	3.2%
1991	5.9%	2013	3.0%

To better illustrate how significant and important this transformation is the next chart plots the equivalent value of £100 in 1970 for the duration of our analysis.

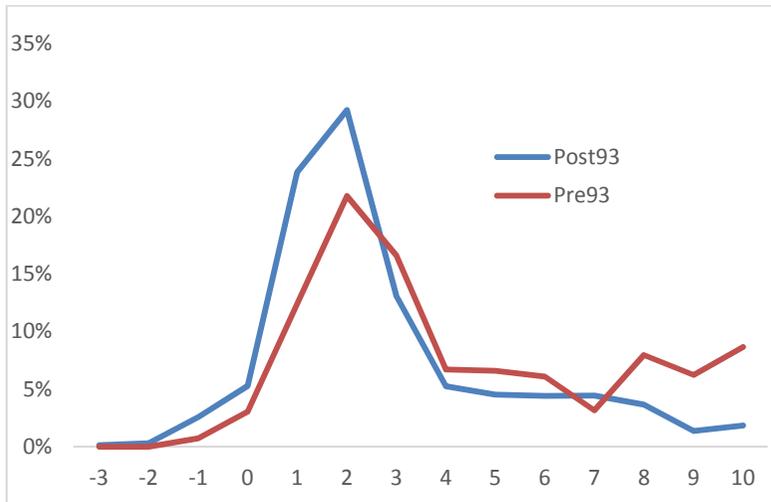
**Figure 44 Equivalent value of £100 in 1970 through to 2013**



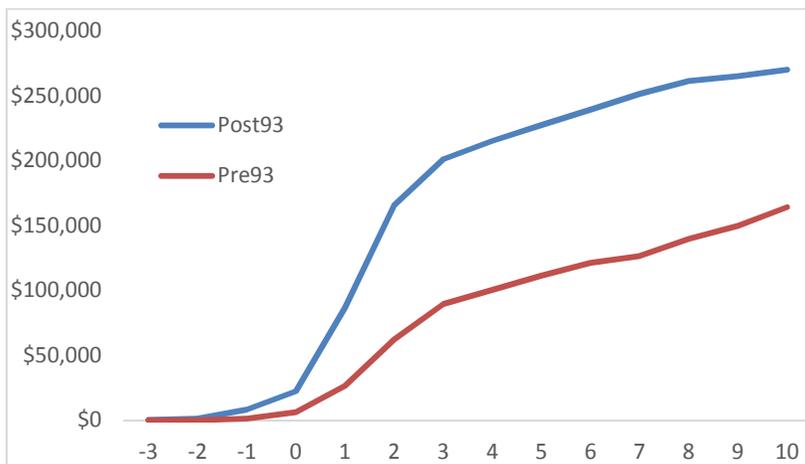
## 7.2 Vesting: 10 year analysis

The vesting analysis in the report focused on a 15 year period (see section 4.3). However this means that some churches in the post '93 period are lost as they have been vested less than 15 years ago. To ensure that this cut-off point does not skew the data set, we have replicated the same analysis but for a 10 year period only. We see that the same basic patterns are present, namely that the post '93 model presents a higher upfront cost whilst the cost in the pre '93 period is focused on later periods.

**Figure 45** Expenditure per year since vesting as % of total expenditure in the 10 year period, by management model



**Figure 46** Average cumulative expenditure per year since vesting, 10 year analysis, by management model



## 7.3 Econometric model and simulated data

To overcome the limitation of not having enough of a time series for the post '93 period to run a 30-year analysis, we estimated an econometric model of expenditure as a function of time (t=1 as the 3<sup>rd</sup> year before vesting, which is the earliest point at which CCT expenditure was made within our sample)). Given the non-linear nature of the data we have used a quadratic specification in the form:

Where the expenditure for a given year (t) is a function of the number of years t, and the quadratic result of t.

The summary statistics of the model are:

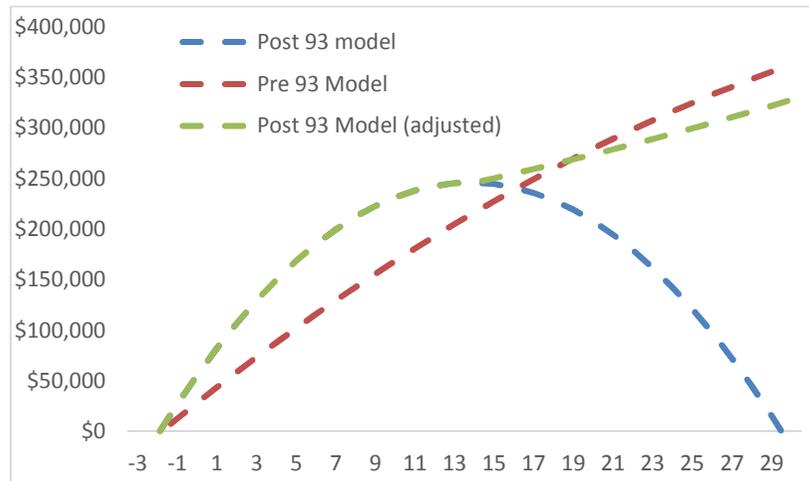
	Pre 93	
	Coefficient	p-value
	-69815.2	0.00
	35515.3	0.00
	-997.5	0.00
	0.96	

	Post 93	
	Coefficient	p-value
	-35163.1	0.00
	16586.3	0.00
	-143.6	0.15
	0.98	

The model was estimated with data from the year -3 to the year 15 since vesting (for a total of 19 observations). The estimated models are presented in the next chart. The model for the post '93 churches shows that the function has a peak around year 15. The function then starts to decrease, which makes sense statistically but not in economic terms – as there is no “negative expenditure”. To overcome this statistical result

we assume that as the expenditure has reached a plateau it will then increase at a constant level of 1.8% (see discussion below).

**Figure 47 Average cumulative expenditure per year since vesting per management model**

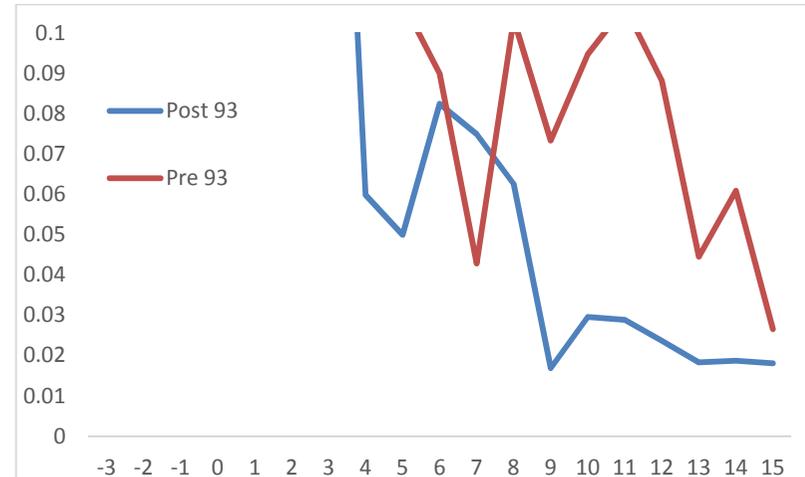


The hypothesis of a constant 1.8% growth is derived from the chart below. The total expenditure for the post '93 period seems to have settled around 1.8%. Thus, the previous chart presents an adapted version where after the econometric model reaches its peak, it grows at a long term rate of 1.8% a year.

This chart also shows that the expenditure for the pre'93 model still grows at a higher rate after 15 years.

Note: the data for the first years is omitted as the growth clearly exceeds 10% and it is not relevant for the purpose of this discussion.

**Figure 48 Total expenditure % growth (year-on-year)**



Evaluating the impact of the Churches Conservation Trust model for investment in Condition, Maintenance and Repair for historic places of worship

## 7.4 Probability analysis - econometric model

OLS, using 337 observations

Dependent variable: Expenditure above Critical level = 1

	<i>Coefficient</i>	<i>Std. Error</i>	<i>t-ratio</i>	<i>p-value</i>	
const	0.323431	0.0319695	10.1169	<0.00001	***
Urban	0.16551	0.0618721	2.6750	0.00670	***
15 <sup>th</sup> century	0.147778	0.0810823	1.8226	0.06011	*
Victorian	0.358315	0.0870151	4.1179	0.06395	*
				0.00003	***
				0.02713	**

Mean dependent var	0.415430	S.D. dependent var	0.493529
Sum squared resid	75.37595	S.E. of regression	0.470779
R-squared	0.078981	Adjusted R-squared	0.090069
F(3, 333)	9.518735	P-value(F)	8.02e-07
Mean dependent var	0.415430	S.D. dependent var	454.5410
Sum squared resid	75.37595	S.E. of regression	463.6767