



# Managing major building projects in *places of worship*

## PROGRAMME

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

### TIME

### CURRENT PROGRAMME

09.30 am	Registration, refreshments
10.00 am	Welcome • <a href="#">Trevor Cooper</a> and <a href="#">Revd Canon Dr Martin Wellings</a>
10.10 am	Before you begin, Senior Church Buildings Officer, Diocese of Oxford • <a href="#">Liz Kitch</a>
10.20 am	Defining the Project Vision and Planning and Organising for the Job Ahead • <a href="#">Revd Canon Dr Martin Wellings/Alison Butler</a>
10:45 am	<b>Question and Answer session</b>
11.00 am	Refreshment break
11.15 am	First case study • Village Hall at St John's, Stadhampton • <a href="#">Ann Stead</a>
11.35 am	Keeping everyone on board during a project and setting up longer-term projects • <a href="#">Wendy Coombey</a>
12.05 pm	Grants from the National Churches Trust • <a href="#">Catherine Townsend</a>
12.20 pm	<b>Question and Answer session</b>
12.40 pm	<b>Lunch break</b> • Lunchtime surgeries and tour of Wesley Memorial Church
01.45 pm	Second case study • St Edburg's, Bicester • <a href="#">Ian Cribbes</a>
02.05 pm	Fundraising • <a href="#">Graham Collings</a>
02.30 pm	HLF Grants for places of worship • <a href="#">Judith Carruthers</a>
02.55 pm	<b>Comfort break</b>
03.10 pm	Getting building work done: working with your architect and building a church project team • <a href="#">Stephanie Norris</a>
03.40 pm	<b>Question and Answer session</b>
03.55 pm	Third case study • Wesley Memorial Church, <i>Open Doors Project</i> • <a href="#">Derek Rawson</a>
04.15 pm	Finish



# Managing major building projects in *places of worship*

## SPEAKER PROFILES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH



### TREVOR COOPER

Chair, Historic Religious Buildings Alliance

Trevor Cooper will welcome everyone to the day and provide a short background to the day and the Historic Religious Buildings Alliance.

### Speaker profile

Trevor Cooper is the Chair of HRBA. He made his career in management consultancy, but is now retired. Author of 'How do we keep our parish churches?' (2003). Lead editor of 'Pews, benches and chairs' (2010) and editor of 'For public benefit: churches cared for by Trusts' (2014). External member of the English Heritage Places of Worship Forum since 2002; member of the Southwark Diocesan Advisory Committee from 2003 until 2013; Chairman of Council of the Ecclesiological Society.



### REVD CANON DR MARTIN WELLINGS

Wesley Memorial Church

The role church buildings can play in a congregation's mission, developing a vision and getting started.

Martin Wellings and Alison Butler will focus on the key mission questions to ask at the outset of the project, how the vision may be developed and shared, and how heritage interpretation can be used creatively and imaginatively to express and enhance the mission of the local church in its particular context.

### Speaker profile

Martin Wellings read history at Oxford and trained for the Methodist ministry at Wesley House, Cambridge. Following appointments in Brackley and Kidlington, he became minister of Wesley Memorial Church and Superintendent Minister of the Oxford Methodist Circuit in 2008. He has been chair of the Methodist Church's Archives and History Committee, and a member of the Heritage Committee, and is Past President of the World Methodist Historical Society. He has published extensively on C19 and C20 church history.



### ALISON BUTLER

Mission and Heritage Officer, Wesley Memorial Church

### Speaker profile

Alison Butler is the newly appointed Mission and Heritage Officer at Wesley Memorial. She has a background working for the National Trust for Scotland and is the Liaison Officer for Methodist Historic Objects and a member of the Methodist Heritage Committee. She has recently moved from Edinburgh where she was actively involved in a merger of four Methodist congregations and the subsequent £2.5m refurbishment of the Grade 'A' listed Nicolson Square Methodist Chapel.



# Managing major building projects in *places of worship*

## SPEAKER PROFILES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH



### LIZ KITCH

#### Senior Church Buildings Officer, Diocese of Oxford

Liz's presentation aims to give you the benefit of hindsight before you begin.

5 top tips to bear in mind before you begin to ensure the success of a project.

#### Speaker profile

Having studied for a degree in Architectural Technology Liz joined the Winchester DAC team in 2012 and later obtained a Master's degree in Historic Building Conservation. Liz took up her role heading up the Oxford DAC team in July 2016 and has a particular interest in building pathology and preventative maintenance management.



### WENDY COOMBEY

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

Wendy's talk will cover how to keep everyone on board during a project and setting up longer-term structures. In an age when many PCC and parishes feel under pressure, wouldn't it be great to have other people on board to do some of the work? This session looks at the experiences of real parishes in getting support from the non-church community to ensure that projects are strong, healthy and sustainable during development stage and into the future, looking at what has worked well and identifying lessons to be learned.

#### Speaker profile

Wendy has worked for the Diocese of Hereford for 16 years. Coming from a Community Development and Regeneration background, she supports parishes in project development particularly those which encourage the closer working between church and community and to develop projects based on community needs. She supports an asset based approach, where church congregations can use the skills and knowledge of the whole community, particularly on projects to improve facilities within church buildings to encourage new activities and services. She researches and promotes funding opportunities to help support these projects. Wendy is an elected member of the Church Buildings Council and represents the Diocese at a strategic level within local partnerships.



### CATHERINE TOWNSEND

#### Grants Manager, National Churches Trust

A brief introduction into the many ways the National Churches Trust supports church buildings with a focus on its various grant programmes, their criteria and eligibility.

#### Speaker profile

The National Churches Trust is the national, independent, charity dedicated to promoting and supporting church buildings of historic, architectural and community value across the UK. The Trust, founded in 2007, is the successor to the Historic Churches Preservation Trust (HCPT), created in 1953. The Trust receives no income from government or church authorities, and relies on voluntary contributions. Catherine manages the National Churches Trust's varied grants programmes which award in the region of £1.5 million annually towards maintenance, repairs, developing projects and installing facilities.



# Managing major building projects in *places of worship*

## SPEAKER PROFILES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH



### GRAHAM COLLINGS Independent Fundraising Consultant

Fundraising is not a difficult skill to learn, and most churches have some experience of it. But any large-scale campaign needs the right techniques and tactics, and careful planning if it is to succeed. This session will cover key areas such as:

- Timescales and where fundraising fits in to your project planning
- The stages of your appeal – plans and strategy
- Who does what - managing fundraising
- Methods and techniques for raising funds both within and outside your church
- Some dos and don'ts

Dozens of churches have raised six and seven figure sums for their building projects over the past year - yours could too!

### Speaker profile

Graham Collings is a professional fundraiser, consultant and trainer with 35 years of experience working for a wide variety of charities and organisations. He specialises in raising funds for capital projects in churches and for Christian causes. He has given advice and practical help to over 50 church building schemes with targets ranging from £200,000 to £6 million. He is a former trustee of Living Stones, the charity which advised churches on building and community projects, and also has experience as a grant giver with HLF, Big Lottery Fund and The Funding Network.



### JUDITH CARRUTHERS Development Officer, Heritage Lottery Fund

Judith will be talking about Heritage Lottery Fund's funding for places of worship. She will give an overview of possible grant programmes, how HLF assesses projects, and detail some case studies.

### Speaker profile

Judith is HLF Development Officer for the South East region, supporting applicants before they submit their applications. Prior to working for HLF, she worked as a heritage learning consultant.



### STEPHANIE NORRIS Partner, Architect at Purcell

Stephanie will be discussing 'Getting building work done: working with your architect and building a church project design team'. To make sure that the project will deliver the benefits which were intended, a number of things are critical: a clear brief, maintaining a well-planned schedule, management of any risks, keeping various stakeholders happy and ensuring the project team is working together. Sometimes it will be appropriate to bring in a professional to handle this role, chosen from outside the church community. This can present its own challenges.

### Speaker profile

Stephanie has gained a vast breadth of experience over 25 years, working on a variety of significant ecclesiastical buildings from great cathedrals to parish churches. She is adept at preparing detailed written reports relating to quinquennial inspections, conservation management plans and feasibility studies. She is the inspecting architect to a number of parish churches, regularly carrying out repair and conservation work as well as extensions and internal reordering. She has served on the Ely Diocesan Advisory Committee since 2011.



# Managing major building projects in places of worship

## LEARNING POINTS

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

The role church buildings can play in a congregation's mission, developing a vision and getting started.

- Key mission questions to ask at the outset:
  - Who are we?
  - Where are we?
  - Who is here with us?
  - What is God doing here?
  - What is God calling us to do here?
  - What have we got?
  - What do we need?

- Developing the vision;
- Sharing the vision across the whole congregation;
- Developing the story of the worshipping congregation within its local community;
- Understanding how heritage visits can provide a safe space for sharing faith;
- The role of active and prayerful listening within heritage interpretation;
- Developing engaging interpretation;
- Use of quirky objects to initiate conversation;

**Alison Butler and Revd Canon Dr Martin Wellings**  
Wesley Memorial Church

- Collaborating with other organisations;
- Creating online resources, profile and engagement with others.

1. The most important element of developing a **sustainable** project is making sure that the project you are developing is based on a clearly identified need. Talk to and involve your community as much as possible, and actively involve them. Use whatever statistics are available to support your case - interrogate the local authority and use any national statistics available to back up what your community is telling you. Talk to and involve stakeholders who will tell you what issues they are trying to tackle. Invite local people onto the development group right at the beginning. That way, local people won't feel that things are being 'done unto them' but that they are involved and making a valuable contribution. Turn consultees into participants.

2. Define the role of any working or development group - agree **terms of reference**, with clear aims, objectives, lines of accountability and communication and actively seek the backing of the PCC or your ruling body or committee. Make sure that every member of the group is aware of the terms of reference and the boundaries to decision making and actions.

### 3. SECRETARIAT

It is very important to have a secretary in place who will take good, accurate minutes that are produced quickly and that actions are followed up and reported back on. Your group will also need to schedule in regular meetings to keep your project moving forward.

4. Do you have **hidden skills** within the congregation to help develop and deliver the project? Tell them what you need and ask if anyone has those skills - you may be surprised! Don't use the usual suspects - they are probably already busy and pushed - use fresh, enthusiastic people whenever you can. **Look to your wider community** - who can help from beyond the church door? Can you work in partnership with others to deliver this? Get the support of local people who may never come to church but can see a value in what you are doing. Ask for help from other organisations - use their staff and skills. **The vicar can't do it all?** - that's not to say they can't be involved - their support is invaluable, but priests move on and you need your project to be grounded in the local community, not just one person - as wonderful as they are! **Talk to, and work with, other organisations** - local authorities, parish councils, other organisations, your local councillors, officers, CPSO, and schools - get them embedded in the project right from the start - share resources, whether that's people, facilities, premises, skills and funds.

5. When you are ready to approach architects, after all your consultations have been done and analysed, take time to write a good, comprehensive brief. Show stakeholders and consultees the brief - will this brief provide a solution and a way of addressing needs? Build into the brief a requirement for the architect to attend community consultations and meet and talk to local people. Ask them about their track record before appointing them

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

### 6. BUSINESS PLANNING

You need to know that your project is going to pay its way - where is your income going to come from? What are your start-up costs? What is your charging structure? What is your rental structure? What are your financial outgoings going to be? A business plan is a way of focussing the mind on specific elements of a project and there are plenty of good templates out there - and your funders will want to see one!

### 7. LICENCES AND LEASES

If you are going to offer leased space to a tenant, remember this is a specialised area that you will need to take sound legal advice on. There are models out there - but each one will need to be negotiated on a case by case basis - try to get it right first time - it saves pain and expense in the long wrong. Don't be afraid to talk about money - get this right and it can ensure your sustainability.

### 8. COMMUNICATION

Well and put in place a communication strategy - don't assume that people know what you are doing. Go and talk to people, use newsletters, web sites, community meetings, piggy-back on local events, talk to your parish council, tell people what you are doing and why.



# Managing major building projects in places of worship

## LEARNING POINTS

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

### 9. GOVERNANCE

There are various models of governance, and you need to give consideration to what structure suits your project best – talk to other projects, speak to your Diocesan Legal advisor – consider the options carefully – if you get this wrong it can cause difficulties and expense in the long run. Don't forget the Church Council is a legal entity in its own right – and it's not always necessary to come up with a new complex structure when what you already have is perfectly adequate for what you

want to do. Take advice from your Registrar, or Diocesan Legal Advisor; if you feel this is needed.

### 10. TALK TO OTHER SIMILAR PROJECTS & LEARN FROM THEM

There are various ways they have done it and what would they do differently? Do you need a separate group to develop a new project? What is your project structure? Who reports to whom? What is the pattern and regularity of communication? Evaluate as you go along

**Wendy Coombey**  
Continued

– what works, what needs changing? Don't be afraid to admit something isn't working. Be prepared to let go and let other people take over – delivery can take a different set of skills to development.

### 1. ARE YOU READY TO START ASKING FOR MONEY?

It's tempting to rush into asking people for money quickly, but have you reached that stage? Is the vision clear? Has your project been fully costed? Have you set out a strong case for support? Is your target realistic, and what are your plans for fundraising?

### 2. HAVE YOU DONE A COMMUNITY AUDIT OR A BUSINESS PLAN?

Larger projects may well need both of these. Funding bodies will be looking for evidence that your project is needed, and that it is well-planned and realistic. Working on these is also a good way of getting church members involved.

### 3. IT'S NOT JUST ABOUT THE BUILDING.

Your plans for the new extension may look wonderful, but most donors are more interested in the benefits for people. How will church members benefit? How will the project enable you to work more closely with the wider community? What will you be able to do that you can't do at present?

### 4. DEVELOP THE CASE FOR SUPPORT.

A useful exercise early on is to list and discuss all the key points and messages about your project – the scope of the work, why it's important, all the benefits, costs, etc. This helps to clarify and strengthen the fundraising messages.

### 5. ASK CHURCH MEMBERS FIRST

The appeal must start with church members, who should be as generous as they can be. External donors will want to know that church members are fully behind the project before they commit themselves.

### 6. BE OPEN ABOUT MONEY.

For fundraising to be effective, you'll need to be upfront about levels of giving needed, funding targets and deadlines, and church finances in general.

### 7. NOT JUST A GIFT DAY.

Gift Days can be very successful, but will not achieve much on their own. Meetings, one to ones, and presentations will be needed to explain the project, build motivation and enthusiasm, and deal with objections and concerns.

### 8. BE REALISTIC ABOUT EXTERNAL FUNDING.

Is your project likely to be of interest to external funders? Do some research first to check the potential and identify sources in your area. What have other churches achieved?

### 9. DEVISE SOME FUNDING PROPOSALS.

"Please support our appeal" is not enough nowadays. Donors prefer to pay for, or contribute to, something specific, e.g. the cost of a room, furniture or equipment needed, your work with children or elderly people. Details and costs of these need to be worked out so that you can send targeted proposals to relevant funders.

**Graham Collins**  
Independent Fundraising  
Consultant

### 10. TEAM EFFORT.

The appeal will need strong leadership, a steering committee of some kind, good administrative support, and lots of people helping through prayer and in many different ways. The fundraising process works best when lots of people are involved in lots of activities – but well coordinated and within a short timescale.

### 11. APPEAL TIMESCALE.

Enthusiasm and momentum can soon be lost if things are allowed to drag on. Fundraising should be top priority for your church – but only for a limited period. Depending on the size and complexity of the project, plan for the appeal to be completed in roughly 2 years, i.e. 6 months for preparation and planning; 3 months for the members appeal; 12 - 15 months for the external appeal.

### 12. FUNDRAISING IS A PEOPLE BUSINESS.

Letters and leaflets have their place, but any major appeal needs people talking to people, e.g. to persuade members about the levels of support needed, to convince the sceptics, to identify and use contacts that people may have, and not least to convey your enthusiasm!



# Managing major building projects in *places of worship*

## LEARNING POINTS

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

## Working with your Architect

What should your inspecting architect or surveyor offer you?

Key skills and knowledge:

- An understanding of your building's history
- Sympathy with how you want to use it
- A track record of understanding building defects and managing repair programmes
- A track record in ability to plan and guide repair and alteration projects
- Knowledge of the local consents processes
- Knowledge of where to find specialist advice,
- Knows when archaeological advice will be needed
- Knowledge of funding for church projects
- Enthusiasm for working with your team

## Building a Church Project Design Team

### 1. CHOOSING AN ARCHITECT

The right architect - what are you looking for? Ask for advice and where to start your search. Look at work elsewhere. Think about the type of your project – do you need an architect who respects and understands old buildings and their significance and is skilled in combining old and new? How to make best use of the retired architect on the PCC.

Shortlisting and interview – how will your project fits into their practice? Why is it important to them? Ask for references and for examples of other projects you could go and visit. Do you ask your inspecting architect? Establish technical and design skills, size, knowledge of churches and the planning processes and cost.

### 2. BUILDING THE REST OF THE DESIGN TEAM

Many different people may need to be involved in your building project, so knowing who is who and when you need to make these appointments is important. Roles of the core appointments including Principal Designer; Quantity Surveyor; Services Engineer; Structural Engineer and Building Inspector:

### 3. WHO ELSE MAY NEED TO BE INVOLVED?

Depending on the type of project, you may need advice from other specialists. I.e. a Party Wall Surveyor; Acoustic Engineer; Audio Visual Engineer; Lighting Designer or Kitchen Designer.

### 4. THE RIBA STAGES

The RIBA Plan of Work as revised in 2013. Most building projects go through the same basic stages. What are these different stages, how do they fit together and what are the typical timescales involved? The importance of preparation. When does the actual building work takes place?

### 5. LEADERSHIP WITHIN THE CHURCH COMMUNITY, BRIEFING AND DECISION MAKING

How does leadership within the church community result in a successful project? The importance of consultation with the PCC, congregation and wider user groups. The need for clear and agreed briefing. Establishment of lines of communication and authority for decision making. When is it appropriate to have a paid Project Manager?

## Stephanie Norris Architect, Purcell

This session will cover two areas; working with your architect and building a church project design team.

To make sure that the project will deliver the benefits which were intended, a number of things are critical: a clear brief, maintaining a well-planned schedule, management of any risks, keeping various stakeholders happy and ensuring the project team is working together. Sometimes it will be appropriate to bring in a professional to handle this role, chosen from outside the church community. This can present its own challenges.

### 6. MANAGING THE CONSTRUCTION PROCESS

Choosing the right builder. At what point in the process do you appoint the builder? What should you look for? Procurement methods and tendering. Managing change and cost control during construction.

### 7. KEEPING THE TEAM WORKING TOGETHER FOR A SUCCESSFUL OUTCOME

The importance of maintaining momentum and enthusiasm through the life of a project. Ensuring client ownership of the project. Managing design change because change happens. Agreeing and maintaining a programme and pattern of regular meetings. Making sure you allow time to celebrate and enjoy your vision!



# Managing major building projects in *places of worship*

CASE STUDY

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

## VILLAGE HALL AT ST JOHN'S, STADHAMPTON • ANN STEAD

Stadhampton in rural South Oxfordshire has a population of c.800. Until recently, it did not have a community meeting place. Like many areas, it has an ageing population. Its proximity to the M40 means it also has high numbers of young families with parents commuting out of the area for work. The diminution in state provision and increased transport costs were leaving some residents, particularly the young and the old and their carers, at risk of social isolation.

Following a discussion at a Parish Council meeting in June 2008 about the threat of social isolation and the general loss of community spirit, a number of people volunteered to look into the need for a village hall to provide a focal point to bring the community together in an attempt to counter these concerns. In our consultation, 90% of the villagers who participated, agreed that there was a need for a meeting place but there was a strong desire to use an existing building and not build a new one.

St John the Baptist's is a grade II listed building in a relatively good state of repair; but has a diminishing congregation which struggles to meet its parish share and could not afford to update its facilities. Putting the two projects together seemed to present a win/win situation - a building that has been at the heart of the community for many years (over 900 years in fact) would get much needed, tender loving care and up to date amenities which would enable the church to continue and enhance its mission and the wider community would get a Village Hall for the six days a week the building was not being used for worship.

Having successfully raised £385,000 for the building work, the Project was completed at the end of August 2013. The modifications were:

- The connection of gas, water and drainage services (only electricity was previously available to the Church);
- Toilet facilities were built in an extension to the Church at the West end of the South aisle;
- Kitchen facilities were installed in the North aisle;
- A new stone floor was laid throughout the building;
- Improved heating and lighting were fitted to create ambience for events and improve the carbon footprint;
- The font was repositioned closer to its original location;
- Widening and lighting the driveway to improve access.



Copyright - Adam Oliver

The pews were removed and replaced with comfortable seating to permit the more flexible use of the space. Most of these were auctioned to help raise money for the new seating and 90% of them were purchased by families in the village; many of whom had been married or baptised in the Church.

The new Village Hall at St John's opened in October 2013. Along with bookings for parties, meetings, concerts and fundraising events, seven new groups are using the Hall on a regular basis.

*The Church now looks more loved and welcoming and it is a joy to witness so many new social activities across all the generations. In a time where we all seem to rush from A to B in our cars, it is wonderful to be able to socialise, be informed, entertained or just keep fit in an informal, warm and beautiful setting, that is within walking distance of home. It has been a lot of hard but by coming together in the new Village Hall, we are definitely increasing awareness of needs within the village and beginning to rekindle our community spirit, so despite the hard work, it has definitely been worthwhile!*



# Managing major building projects in *places of worship*

## CASE STUDY

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

### ST EDBURG'S, BICESTER • IAN CRIBBES

The Church, listed Grade I, dates from the early 12th century and was probably built over a Saxon minster. It is the parish church, adjacent to which a medieval Augustinian priory was built.

The projects that the Church has engaged on over the last 12 years are: Internal re-ordering:

- Internal reordering completed:
  - New lightening system and new fire alarm system
  - New flooring in the vestry.
  - Installation of toilets and a 'severy' within the Church.
  - Repositioning of the font.
  - Installation of underfloor heating (west end of the Church).
- Internal reordering in the planning stage:
  - Restoration of the main nave flooring to include under-floor heating and all associated utilities.
  - Conservation of both the North and West entrance doors to improve access.
- External conservation completed:
  - Conservation of the parapet on the South wall.
  - Replacement of guttering system.
  - Conservation of the West parapet.
  - Conservation of the South wall, including replacement and defrassing of stone as necessary.
  - Installation of a French Drainage system covering the South and West of the building, including a large soak-away.
- External conservation in the planning stage:
  - Conservation of the Tower and North Porch.
  - Complete the draining project to the South East of the building.



The South parapet was in a very dangerous state and required urgent attention.



The contractors have re-built the parapet retaining, where possible the existing stone and in other areas carving new stone.



New quatrefoils that were hand carved to match the old ones that were crumbling.



# Managing major building projects in *places of worship*

CASE STUDY

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

## WESLEY MEMORIAL CHURCH OPEN DOORS PROJECT • DEREK RAWSON

### Background

Wesley Memorial Church (listed grade II) is a prominent local landmark in Oxford City Centre. The church was built in 1878 and was re-ordered internally at our centenary in 1978 to allow for more flexible use, in addition to its principal use for worship. Adjoining the church is a substantial range of halls built in the 1930s and which, due to intensive use over the years, are now being extended and refurbished. We welcome over 54,000 people pa to our premises.

### Outreach activities

Our current outreach activities developed over the last 35 years include serving refreshments to the lonely and vulnerable during the week (Wednesday Coffee), hosting Rainbow House, a drop-in centre for children under five with a carer. We also house offices and counselling rooms (since 1978) for Oxford Cruse Bereavement Care, who receive some 400 clients/visitors pa. Oxford Phab (People Have ABilities) has been providing an opportunity since 1981 for disabled and non-disabled mainly young people to meet regularly for a wide range of social and sports activities.

### The Open Doors project

Our project is to enable all these activities to continue and expand in refurbished and extended premises and encourage new opportunities also to develop in premises suitable for the 21st century as we make our space even more welcoming, hospitable and flexible.

As the project involved works adjacent to the medieval city wall, the planning process included dealing with the related archaeological issues finding 70 artefacts which are now stored with Oxfordshire County Council.

We have provided an enlarged (24m<sup>2</sup>) kitchen at the rear of the Hall with a direct servery to the Hall, a new multi-purpose room of 50m<sup>2</sup> on the first floor; a wheelchair accessible meeting room on the ground floor and toilets suitable for young children with baby-change facilities. Two first floor office/meeting room spaces have been refurbished. Following an Energy Audit, we have replaced single glazed windows with double glazing, installed new LED lighting with movement sensors and increased insulation to the Hall ceiling. We have provided automatic doors to enable those in wheelchairs or with baby buggies, to be more independent and replaced the Hall floor.

At the front of the building, we have refurbished the John Wesley Room by providing a new floor; an enlarged hatch to the adjoining kitchen, new lighting and automatic doors, a refurbished accessible toilet and a stair-lift. We have also installed two new windows on the north elevation.

The remaining work to complete the project is to provide a Heritage Atrium between the church and the halls, taking our entrance closer to the street, to build additional toilet facilities, to refurbish existing toilets and create permanent storage of 12m<sup>2</sup>, to provide 21 bicycle racks.





## RESOURCES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

# Managing major building projects in places of worship

Sources of further guidance and information on looking after a church building and developing it for wider community use. *(The links will take you to the relevant sections of the websites listed below)*

## DENOMINATION WEBSITES

The first place to visit will be your denomination's website.

The **Churchcare** website is maintained by the **Church of England's** Cathedral and Church Buildings Division, but is a comprehensive resource for anyone managing a church building. There is guidance on developing a church for wider community use. It explains the Church of England's Faculty System and what to consider when making changes to the use or physical fabric of your church.

<http://www.churchcare.co.uk>

**Church of England dioceses** have very useful guidance and information on their websites usually under a menu heading of *church buildings* or *looking after your church buildings*.

In the **Roman Catholic Church for England and Wales**, the care and management of church buildings comes under the Patrimony Committee.

<http://www.cbcew.org.uk/CBCEW-Home/Departments/Christian-Life-and-Worship/Patrimony>

The **Methodist Church** has guidance on managing and developing their churches here

<http://www.methodist.org.uk/ministers-and-office-holders/property>

The **Baptist Union Corporation** has written a series of guidance leaflets to help local churches with practical building issues, legal matters, property opportunities and problems, and charity law.

[http://www.baptist.org.uk/Groups/220864/The\\_Baptist\\_Union/Resource\\_Library/Free\\_Resources\\_and/BUC\\_Guidelines/BUC\\_Guidelines.aspx](http://www.baptist.org.uk/Groups/220864/The_Baptist_Union/Resource_Library/Free_Resources_and/BUC_Guidelines/BUC_Guidelines.aspx)

The **United Reformed Church's** Plato Property Handbook which covers all issues to do with buildings. <http://www.urc.org.uk/plato-property-handbook/613-plato-property-handbook.html>

The **Quakers** have information on managing meeting houses and developing new building projects here [ere http://www.quaker.org.uk/resources/directory-of-services/property](http://www.quaker.org.uk/resources/directory-of-services/property)

## OTHER SOURCES OF ADVICE

The **National Churches Trust** offers grants, a Building Advice section and a Resource Centre which links to further guidance on all aspects of looking after and developing a church building

<http://www.nationalchurchestrust.org/building-advice>

The **Churches Conservation Trust** (CCT) is increasingly encouraging and supporting community-based extended uses to help sustain the churches in their care. The Regenerating Communities section on their website provides guidance as well as inspirational case studies.

<http://www.visitchurches.org.uk/AboutCCT/Regeneratingcommunities/>

CCT have also produced a developing *Business Plan* toolkit which focusses on this crucial part of the process for achieving funding and ensuring long-term sustainability. It is illustrated with helpful hints and case studies from other community groups who have gone through the process. <https://www.visitchurches.org.uk/what-we-do/regeneration-and-communities/project-toolkits.html>

**Germinate: Arthur Rank Centre** (ARC) is an ecumenical Christian charity with the aim of resourcing rural churches of all denominations. <http://germinate.net/home>



## RESOURCES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

# Managing major building projects in *places of worship*

There is a comprehensive online resource to support individual congregations in maintaining their building, adapting it for today's needs, balancing conservation and mission and helping to make rural churches more accessible.

<http://germinate.net/church-life/rural-church-buildings/>

### Resourcing Christian Community Action

This study brings together current best practice in Christian care in local communities with the resources and knowledge base needed to multiply those good works across the country. <http://how2help.net> offers information on how to start a project, how to manage a project, where to get advice and good case studies.

**The Church Urban Fund** works through the Church of England's parish networks and faith-based and secular organisations to bring about positive change in neighbourhoods. They largely work through four programmes: Together Network, Near Neighbours, Places of Welcome and Just Finance Network. <https://www.cuf.org.uk>

The **Church Growth Research and Development** website aims to communicate and disseminate some of the Church of England's work on church growth research and development. This includes resources for churches wishing to grow through wider use of their buildings and community engagement. <http://www.churchgrowthrd.org.uk>

## MANAGING BUILDING PROJECTS WITHIN PLACES OF WORSHIP

The **National Churches Trust** has a very useful section on their website on managing building projects <http://www.nationalchurchestrust.org/building-advice/managing-building-projects>

If your church is considering undertaking a building project you will find a wealth of useful information in the **Church Build Project Guide**. This provides a framework for developing and running a project. <http://www.churchbuildingprojects.co.uk/>

Advice on the insurance implications of building works and when you should contact your insurer. <https://www.ecclesiastical.com/churchmatters/churchinsurance/church-insurance-made-simple/church-building-works/index.aspx>



## RESOURCES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

# Managing major building projects in *places of worship*

## ADVICE ON HERITAGE

**Historic England** is part of the regulatory process and also offers advice and support. They offer useful advice on balancing the needs of congregations with the desirability of conserving heritage as well as guidance on obtaining permission and consents for works to places of worship. In 2012, they published a revised edition of their guidance on New Work in Historic Places of Worship. All can be downloaded here <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/>

### Statements of Need and

**Significance.** Most denominations have produced guidance on writing these statements. You can also find help here:

<http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need>

**Historic England** and the **University of York** have produced a free online tool for creating a Statement of Significance for all places of worship. <http://www.statementsofsignificance.org.uk>

The **Royal Institute of British Architects** has a register of architects <http://www.architecture.com>  
The **Council for British Archaeology** <http://www.new.archaeologyuk.org>  
The **Ancient Monuments Society** <http://www.ancientmonumentsociety.org.uk>

The **Society for the Protection of Ancient Buildings**

<http://www.spab.org.uk>

The **Georgian Group**

<http://www.georgiangroup.org.uk>

The **Victorian Society**

<http://www.victoriansociety.org.uk>

The **Twentieth Century Society**

<http://www.c20society.org.uk>

### The Building Conservation

**Directory** provides a list of over 1,000 practitioners and suppliers in the areas of conservation, restoration and repairs from access audits to wall painting conservators. You can access the Directory free here <http://www.buildingconservation.com>

### The Heritage Lottery Fund

provides a range of good-practice guidance to help you plan and deliver your heritage project. This includes reducing environmental impacts, guidance on carrying out evaluation, making your project fully accessible, using digital technology in heritage projects, how to encourage community participation and working with volunteers.

<http://www.hlf.org.uk/HowToApply/goodpractice/Pages/Goodpracticeguidance.aspx#.UTT2UDA70wo>

## GUIDANCE ON COMMUNITY PROJECTS

The **Diocese of Hereford** (CofE) has produced a toolkit - Crossing the Threshold: a community development approach to the use of church buildings – a step-by-step guide to developing and delivering sustainable community projects in church buildings. Download for free from <https://www.hereford.anglican.org/Crossingthethresholdtoolkit/>

**One Church 100 Uses** has a range of templates to help churches explore their potential as music venues, cafes and other uses. They can offer advice on the facilitation, networking, fundraising and project management of church developments.

<http://amawsonpartnerships.com/help/one-church-100-uses/>

Approach your **local authority** (ask for Community Development) or **local strategic partnership** (your local authority can point you in their direction).

Your local **voluntary and community sector** (VCS) infrastructure organisation can provide vital support for voluntary organisations and community groups in the form of advice on setting up new projects as well as information on local grants available and support in the application process. NAVCA (National Association for Voluntary and Community Action) is the national voice of local support and development organisations and their



Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH



## Managing major building projects in *places of worship*

directory will help you identify your local organisations. <https://www.navca.org.uk/members/members-directory>

**The Plunkett Foundation** supports rural communities to set up a wide range of community-owned enterprises and social enterprises providing vital rural services <http://www.plunkett.co.uk>

**Community Tool Box** provides practical guidance on all aspects around setting up community projects. <http://ctb.ku.edu/en>

**Locality** is the leading nationwide network of community-led organisations. Provides advice on setting up community enterprises etc including setting up community share funded projects <http://locality.org.uk>

**Village SOS** was a programme of support funded by the Big Lottery providing guidance to help communities take a step towards starting their own community businesses/social enterprises and guide them through the journey from their initial idea to transforming the area. The project has now ended but you can read about the successful projects here <http://www.villagesos.org.uk>

**Action with Communities in Rural England** (ACRE) is the national umbrella body for the 38 charitable local development agencies, also known as Rural Community Councils that make up the Rural Community Action Network (RCAN). RCCs can

offer advice, support, and access to grant databases. <http://www.acre.org.uk/about-rcan>

**The Big Lottery** have undertaken research into the community projects they have funded and provide good advice to those planning new projects <http://www.biglotteryfund.org.uk/research>

### GUIDANCE ON FUNDING

Here are the most relevant links. Liaise with your local authority, local strategic partnership, voluntary action, council for voluntary services, or rural community council. Some can offer you free access to national funding databases, whilst others produce funding directories of regional and local sources of funding.

**Funding Sources** – you will find information on other sources from websites listed above.  
The Heritage Lottery Fund – <http://www.hlf.org.uk>  
The Big Lottery Fund – <http://www.biglotteryfund.org.uk>  
The National Churches Trust – <http://www.nationalchurchestrust.org/our-grants>  
The All Churches Trust – <http://www.allchurches.co.uk>  
Landfill Communities Fund – <http://www.entrust.org.uk/landfill-community-fund>

### FUNDING GUIDANCE

**Giving to Heritage** was the Heritage Alliance's training programme for fundraisers in the heritage sector. Although the initiative has ended, the website still provides guidance on a range of topics such as 'Making the case for support', 'Major donor fundraising', 'Corporate partnership', 'Using digital and social media', 'Crowdfunding', 'Community Shares' and 'Social investment'. You can also watch webinars where people talk about they raised funds for their particular project including places of worship. <http://www.theheritagealliance.org.uk/gth/>

The Church of England's **Parish Resources** <http://www.parishresources.org.uk/resources-for-treasurers/funding> offers a range of funding guides to help you target funding for projects – either for capital works or for mission. They are intended to be simple “how-to” guides and cover a range of topics from Preparing a Funding Strategy, A Simple Guide to writing a Business Plan to running Fundraising Events.

**The Institute of Fundraising** offers plenty of advice and resources on all aspects of fundraising. <http://www.institute-of-fundraising.org.uk/>



## RESOURCES

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH



# Managing major building projects in places of worship

## The Near Neighbours Project

(funded by [DCLG](#)) has produced a series of guidance notes on faith based fundraising and community projects <http://www.cuf.org.uk/near-neighbours/Resources>

The [Big Lottery](#) website also offers guidance <https://www.biglotteryfund.org.uk/funding/funding-guidance/applying-for-funding>

## The Heritage Funding Directory

is managed by the Heritage Alliance and the Architectural Heritage Fund and is a free, easy to use guide to potential sources of support, financial and otherwise, for anyone seeking to undertake projects related to the heritage of the UK. <http://www.heritagefundingdirectoryuk.org/>

[Funding Central](#) provides up to date information on local and national sources of funding for charities and projects as well as funding training opportunities. Subscribe to a free alert service to hear about new funding programmes that match your criteria.

<http://www.fundingcentral.org.uk>

The [Directory of Social Change](#) is probably the most comprehensive directory available and provides links to the main funding websites <https://www.dsc.org.uk/funding-websites/> There is a registration fee for these, but your local authority or local library may be able to provide cheaper access.

## PUBLICATIONS

1. *Fundraising for a Community Project* by Simon Whaley (How To Books, 2007, ISBN: 978 184528174-8)

2. *Grow Your Church's Income: A guide to securing long-term financial health* by Maggie Durran (Canterbury Press Norwich 2011, ISBN-13: 9781848250390)

3. *Making Church Buildings Work* by Maggie Durran (Canterbury Press Norwich 2005, ISBN: 978-185311597-4) Practical guidance on ways churches can be a more effective local presence and serve their neighbours' needs. Also available from the Arthur Rank Centre <http://www.arthurrankcentre.org.uk/publications-and-resources/book-stall>

4. *Fund Raising for Churches* by Jane Grieve. Aimed at all churches, from those in the smallest villages to the large secular organisations, this text takes the methods of modern fundraisers and adapts them specifically for Christian churches. 1999, ISBN-13: 9780281050581. Only available on Amazon

5. *Buildings for Mission: A complete guide to the care, conservation and development of churches* by Nigel Walter and Andrew Mottram. Paperback. September 2015 (Canterbury Press Norwich) ISBN-13: 978-1848257603

6. *Churches for Communities: Adapting Oxfordshire's Churches for Wider Use* by Becky Payne. Paperback. February 2014 (Oxfordshire Historic Churches Trust) ISBN-13: 978-0992769307

7. *Assets not Burdens: using church property to accelerate mission* by Tim Thorlby, The Centre for Theology and Community, January 2017 <http://www.theology-centre.org.uk/wp-content/uploads/2013/04/CTC-Research-6-Assets-not-Burdens-Feb2017.pdf>



EVALUATION

Thursday 19<sup>th</sup> October 2017  
Wesley Memorial Church  
New Inn Hall Street  
Oxford  
OX1 2DH

How would you rate this event? (tick appropriate box)

Not worth attending Excellent

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

What is the most important thing you've learnt from today?

---

---

---

Please tell us what we could do to improve this event and why.

1

---

---

2

---

---

Overall, do you think the event was value for money?

---

---

---

We very much value your feedback. If you are happy for us to contact you about your responses, please note your name and preferred method of contact:

Name  Contact



**Wesley Memorial Church**  
 New Inn Hall Street  
 Oxford  
 OX1 2DH

**Train Station**  
 Oxford  
 10 minute walk

### Car Parking

The closest parking facilities are a couple of minutes walk away at both Gloucester Green and Oxford City Centre Car Parks.

There is limited accessible parking on site so please contact Alice Ripley on 01223 357057 in advance to book this.

### Park & Ride

This is cheaper and more economical than driving into the centre of Oxford. There are 5 car parks outside the city, more information can be found here:  
<https://parkandride.oxfordbus.co.uk/timetables-fares/>

