



Managing major building projects in *places of worship*

PROGRAMME

Wednesday 3rd October 2018
Baptish Church
St Andrew's Street
Cambridge
CB2 3AR

TIME

CURRENT PROGRAMME

09.30 am	Registration, refreshments
10.00 am	Welcome • Trevor Cooper and David Rademeyer
10.10 am	Before you begin • Sue Dickinson , Church Buildings Consultant, Diocese of Ely
10.20 am	Defining the Project Vision • The Ven Hugh McCurdy , Archdeacon of Huntindon and Wisbech
10:45 am	Question and Answer session
11.00 am	Refreshment break
11.15 am	St James' Church, Little Paxton • Canon Annette Reed
11.35 am	Keeping everyone on board during a project and setting up longer-term projects • Wendy Coombey, MBE
12.05 pm	St. Mary's, Orton Waterville • Revd Sid Bridges
12.25 pm	Question and Answer session
12.35 pm	Lunch break • Lunchtime surgeries
01.40 pm	The Crossing the Threshold Toolkit • Becky Payne
01.55 pm	Grants from the National Churches Trust • Catherine Townsend
02.10 pm	Fundraising • Holly Isted , Historic Church Buildings Support Officer, Diocese of Ely
02.35 pm	HLF Grants for places of worship • Kate Brown
03.00 pm	Comfort break
03.15 pm	Getting building work done: working with your architect and building a church project team • Stephanie Norris
03.45 pm	Question and Answer session
04.00 pm	St. Mary The Virgin, Woodditton • Revd Anthony White
04.20 pm	Finish



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SPEAKER PROFILES

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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 Historic England Places of Worship Forum since 2002; member of the Southwark Diocesan Advisory Committee from 2003 until 2013; Chairman of Council of the Ecclesiological Society from 2000 to 2018.



SUE DICKINSON

Church Buildings Consultant, Diocese of Ely

Most works to churches will require Faculty Consent or equivalent, depending on denomination. For major alterations, consultations with various advisory bodies will also be required. Sue will summarise the consent process and how to navigate it successfully.

Speaker profile

Sue Dickinson joined the Church Buildings Department at the Diocese of Ely in April 2016 and deals with DAC casework, guiding parishes through the faculty process and supporting those wishing to make grant applications. She has a BA in History and Latin and a Diploma in History of Art.

She spent 20 years working first for English Heritage (now Historic England), as a Grants Officer and Casework Manager and then for the Heritage Lottery Fund as a Senior Grants Officer, assessing and monitoring grant applications for all types of heritage projects.

Immediately prior to joining the Diocese, she worked for the Borough Council of King's Lynn & West Norfolk, where she wrote two successful funding bids to the Heritage Lottery Fund, securing £1m for a townscape project in the historic heart of King's Lynn and over £800,000 for the Victorian seafront gardens in Hunstanton.



BECKY PAYNE

Director of Development, Historic Religious Buildings Alliance and Freelance Consultant

Becky will be providing a short introduction to the **Crossing the Threshold Toolkit**: a step-by-step guide to developing your place of worship for wider community use and managing a successful building project which can be downloaded for FREE from

<https://www.hereford.anglican.org/Crossingthethresholdtoolkit/>

Speaker profile

Between 2003 and 2010, she was the Policy Officer in the Church Buildings Division, Church of England promoting and enabling the potential of church buildings as a resource for the whole community.

She is now working as a freelance consultant undertaking projects on different aspects of sustaining historic places of worship.

This has included producing guidance and resources, undertaking research, evaluation of national church initiatives, acting as consultant on other research projects and working with individual churches to develop their own projects.



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THE VEN HUGH MCCURDY Archdeacon of Huntingdon and Wisbech

Hugh will outline the current challenges faced by the Church of England and give an overview as to how one Diocese (the Diocese of Ely) is responding to those challenges. From that broader context we will then explore the relationship between the Statements of needs and local vision setting.

Speaker profile

In his archdeaconry, Hugh has a number of nationally significant churches such as St Wendreda March, West Walton and the spectacular Walpole St Peters. He also has a large number of small country churches as well as churches in the nine market towns in his area.

In 2015 Hugh chaired the group that wrote the Diocesan Strategy Ely2025: A people fully Alive. Recognising the missional significance of our buildings and at the same time the burden they can be on small, isolated communities. Part of the Diocesan strategy is to enable the buildings to be used by the whole community and not just the Sunday congregation, to ensure that the buildings belong to the whole community and not just those who choose to worship there on Sundays.



WENDY COOMBEY, MBE 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 National Churches Trust grant programmes, revised to align with their 2019-2023 strategy 'Building Resilience', and an overview of the many other ways they provide support to church buildings.

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 has been managing the National Churches Trust's varied grants programmes since 2015, and has overseen recent changes to ensure the Trust continues to award over £1 million annually towards maintenance, urgent repairs, project development and the installation of kitchen and toilet facilities.



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HOLLY ISTED

Historic Church Buildings Support Office, Diocese of Ely

Fundraising for a large scale project can be a daunting task, but get the right people in place, doing the right thing at the right time, and it can be an enjoyable and rewarding experience. This session will explore the key areas in planning and delivering a fundraising campaign, with top tips and some dos and don'ts. At its core, fundraising is about communication – you have to sell your project, or more importantly the benefits of your project to a wide range of people. Get this communication right and you might be surprised by the amount of support you see receive.

Speaker profile

Holly Isted joined the Diocese of Ely in April this year as the Historic Church Buildings Support Officer. Her focus is on a key group of churches where heritage is considered most at risk, to assist parishes in understanding, managing and making the best use of their building. A key part of this is to research funding opportunities and assist with the development of community engagement activities. Holly is a qualified Secondary School Teacher with a degree in Heritage Conservation, which she has combined over the last decade to become a specialist in Heritage Learning and Education. She has worked for museums, the National Trust and The Churches Conservation Trust where she has been involved in a number of small and large scale fundraising campaigns.



KATE BROWN

Development Manager, Heritage Lottery Fund

Kate 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

Kate is HLF Development Manager for the East of England region, supporting applicants before they submit their applications. Prior to working for HLF, she has worked in the heritage sector across the country for 40 years, as both Museum Manager and Development Officer across a range of heritage sites



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.



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LEARNING POINTS

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The role church buildings can play in a congregation's mission, developing a vision, understanding the context of the Church today, the challenges we face and getting started.

Key mission questions to ask at the outset:

- Who are we?
 - Where are we?
 - The need to see how we fit in with the vision of the other churches.
 - 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;
 - The role of Development Action Plan
 - Sharing the vision across the whole congregation
 - The use of data to help set the vision.
 - 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

The Ven Hugh McCurdy
Archdeacon of Huntingdon and
Wisbech

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

Fundraising is often where people start, but it should come much further along in a project. Before you start, think about the following.

1. WHAT?

Start with a clear vision of what you want to do and summarise it in one sentence.

People prefer to give to something specific rather than just to a general appeal. Your vision should be both internally and externally focused; think carefully about what you want to achieve for both the church community and the wider community. Draw up a list, carry out a Community Audit and create an Action Plan.

2. WHY?

Most people, and certainly eternal funders such as Trusts and Foundations, will want to know why your project is needed, the difference it will make and why it has to happen now. You need to sell your vision so be clear on the need.

3. WHEN?

Don't be in a hurry to start fundraising. If things drag on, you will lose momentum and confidence in the success of the project. Allow plenty of time for planning and preparation before you start actively fundraising.

4. WHO?

Potentially the most important part of fundraising; it can be divided into two categories:

WHO IS MAKING THE ASK?

You will need a fundraising team, this is not a job for one person. Chemistry and diversity is important, you need people who have the right skills and can push, challenge and support each other. If you feel you need professional help it is often best to do this for a particular element of your fundraising rather than the whole campaign.

WHO ARE YOU ASKING?

Your appeal must start with your congregation; make use of any contacts or links people have. Research external funders carefully, making sure your project meets their criteria and pay close attention to application deadlines and decision making timeframes. Other fundraising methods will depend upon your vision and the associated audiences.

HOW?

Once you know the exact costs you can then plan your fundraising. Think about what funds you already have, what you anticipate to get from Trusts, Foundations and other external sources and what you will be left with to raise. For the latter you will need to plan your activities carefully considering things such as resources required, any costs incurred, risks (financial, reputational), monitoring, evaluation, insurance and safeguarding.

Holly Isted

Historic Church Buildings
Support Officer, Diocese of Ely

WHERE?

Think carefully about where your fundraising activities take place, link them to your audience and what your team can realistically achieve - will they be in the church, wider community or via social media?

COMMUNICATION

Share your plan with people at the beginning so they have an idea of what to expect. Let people know your key milestones. Avoid committing yourself to providing a running commentary. Share successes and ask for help when needed. Fundraising is essentially about selling your project, but it also presents opportunities to build relationships with the community and within the church, and raise awareness of issues or activities.

WHEN IT'S DONE?

Whilst fundraising for churches never really ends, for major projects you need a cut-off date and no matter how brilliant your team has been, let them go, they will need a well-earned break. Finally, always remember to thank people no matter how small their donation.



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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.

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.

Wendy Coombey

Community Partnership and
Funding Officer, Diocese of
Hereford

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.

9. GOVERNANCE

There 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 there are various mohow have they 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 – 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.



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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!



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CASE STUDY

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ST JAMES' LITTLE PAXTON

CANON ANNETTE REED

The Church, listed as Grade 2*, dates from the late 12th Century. Originally a daughter church to the Minster Church of Great Paxton, it had a small population of c 250 people until housing development in the 1960's began its relentless population rise. There are now c 3,500 people in the village – and sometimes the space in the church feels very crowded!

The Project that is the subject of the Presentation was called the Church for Tomorrow Project (CHUFT for short). CHUFT became the brand name for the enterprise with its own logo.



In summary, CHUFT comprised:

- Initial improvements to external soakaway drains and rainwater goods.
- The removal of Victorian pine pews
- The introduction of under floor heating and convector radiators.
- New lighting and alarm systems.
- The building of a new bell floor and overhaul of the five bells and addition of a sixth bell.
- New storage space in the vestry.
- New carpeted floor
- Complete redecoration of the building.
- Upgraded PA system.
- Ramp for disabled access into nave.
- Upgrade to disabled toilet facilities.
- Purchase of 123 handmade oak chairs with St James scallop shell emblem carved on each. These have all been individually sponsored by local families

In April 2008 many of these proposals were put to the Annual meeting of the PCC with mixed responses.

The Presentation will take us from April 2008, through to the meetings held with the DAC, consultation with parishioners, the winning of £40,000 money in the "People's Million" competition broadcast on TV and hours spent on grant applications and working with our architect and contractors. We will reach Sunday September 16th 2012 when CHUFT was completed and Bishop Stephen dedicated the bells and newly re-ordered building.

Managing CHUFT was hard work, but so rewarding and now St James is used most days in creative ways by the local community and of course by the church family in its broadest sense. If we had known the total cost would be c £450,000 we might never have started!

But we look back now with pride at what we achieved.





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ST MARY'S, ORTON WATERVILLE REVD SID BRIDGES

Sid grew up attending the local village church with his family in Kent. He was christened as an infant, and continued to go to church until he was a teenager. At 19 years of age Sid moved to Northampton to study and work in Engineering. During his time there he reconnected with church and began worshipping in a re-ordered town centre church where he volunteered in the youth work. Sid spend a significant amount of his time supporting young people who had become disengaged from society and as such were excluded from schools and spent much of their time hanging out on the streets and in the churchyard. Sid and a group of others supported this group through their teenage years, something that he remembers was gritty, but an amazing privilege. This group of young people would also attend church, but there was an increasing recognition that much of the traditional church structure was irrelevant to them and their culture.

This observation remained with Sid, and as he moved into working as full time Youth Minister and then as an ordained Minister he recognised that an increasing disconnect between the traditional structure of church and the way in which modern society now engages with learning, thinking and relationships. In light of these encounters Sid has become passionate about creating new Christian communities within traditional contexts.

He took up his curacy in St. Mary's Church in Orton Waterville, Peterborough. This has been a place of worship since the early 12th Century and as such the building holds lots of history and stories that help to root the church in the life of its community. Peterborough has expanded in the last 60 years and places such as St. Mary's hold significant vertical relationships through time for local families.

When Sid arrived at St. Mary's Church in 2014 the building had already been re-ordered which included the re-design of seating, a pod that includes a kitchen and toilets, and new lighting. This allowed Sid and a team of volunteers the space to create a new expression of church which the called Refresh, and which Sid will explain more about during his presentation.

Sid also loves to spend time on the river, on his SUP and generally prefers life outdoors. His family moto is 'melius extra quam intra' which always makes him smile.





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ST MARY THE VIRGIN CHURCH, WOODDITTON, CAMBRIDGESHIRE REVD ANTHONY WHITE

Woodditton is a small village 3 miles south of Newmarket. It has a population of 1,770 and has 17 members on its electoral roll. Services are held every Sunday and our usual congregation number is around 12 -15. The church is in an isolated position away from the centre of the village and had no amenities apart from electricity and water:

For many years we have felt the need for a lavatory at least. Encouraged by the need to consider our future for the Bishop's 'Ely 2025' campaign we looked at our needs in broader terms and ended up with a WC and servery which was appropriate for our needs and most importantly affordable. How this was achieved and how we have used the facilities since completion will be described. The emphasis will be on what can be achieved in a small rural community with careful planning, enthusiasm and support.





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RESOURCES

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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/churches>

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/for-ministers-and-office-holders/property/> and here <http://www.methodist.org.uk/for-ministers-and-office-holders/online-suite-and-guidance/property>

The **Baptist Union of Great Britain** 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

The **United Reformed Church** is currently preparing revised guidance on buildings.

<https://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 <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. <https://www.visitchurches.org.uk/what-we-do/regeneration-and-communities.html>

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/>



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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>

The Churchbuild website provides a very helpful framework and practical information on developing and managing a building project <http://www.churchbuildingprojects.co.uk/how-to/>

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/>



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RESOURCES

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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/>

In 20128, they published a revised edition of their guidance on making changes to a historic place of worship. <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-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 have advice here <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship/principles-for-making-changes/>

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>

MaintenanceBooker is a new service brought to you by the National Churches Trust which makes it easy for churches, chapels and historic buildings to access the highest standard of building maintenance services.

<https://www.maintenancebooker.org.uk/>

GUIDANCE ON COMMUNITY PROJECTS

HRBA and **The Diocese of Hereford (CofE)** has produced a toolkit - Crossing the Threshold: a step-by-step guide to developing your place of worship for wider community use and managing a successful building project Download for FREE from <https://www.hereford.anglican.org/Crossingthethresholdtoolkit/>

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 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>



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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>

Stir to Action offer community resources from setting up a Crowd Funding campaign to hosting a SOUP which is a live crowdfunding community dinner or a Map Jam ie: creating a community map. <https://www.stirtoaction.com/toolbox>

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/in-your-area/network-members/>

They also have county-based Village Hall and Community Buildings Advisers who offer advice and support to those running community buildings. They produce a range of publications on health and safety to food and hygiene, managing employees and volunteers and much more. <http://www.acre.org.uk/our-work/village-halls>

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 SOURCES

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.

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.

The Church of England's Parish Resources has produced a National List of Charitable Grants for Churches <https://www.parishresources.org.uk/resources-for-treasurers/funding/>

Main 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>



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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/?page_id=1398 and <https://www.institute-of-fundraising.org.uk/events-and-training/heritage/giving-to-heritage-case-studies/>

The Church of England's **Parish Resources** website offers a range of guides to help you target funding for projects - either for capital building works, community outreach projects or for mission. <https://www.parishresources.org.uk/resources-for-treasurers/funding/> They also provide advice on preparing and organising a funding strategy and appeal, including guidance on funding sources, making applications, budgeting, writing business plans and fundraising.

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

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#UT2UDA70wo>

The Big Lottery website provides useful guidance on applying for funding and planning a successful project at <https://www.biglotteryfund.org.uk/funding/funding-guidance/applying-for-funding>

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>

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

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>



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EVALUATION

Wednesday 3rd October 2018
Baptish Church
St Andrew's Street
Cambridge
CB2 3AR

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

Not worth attending					Excellent				
1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>

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:

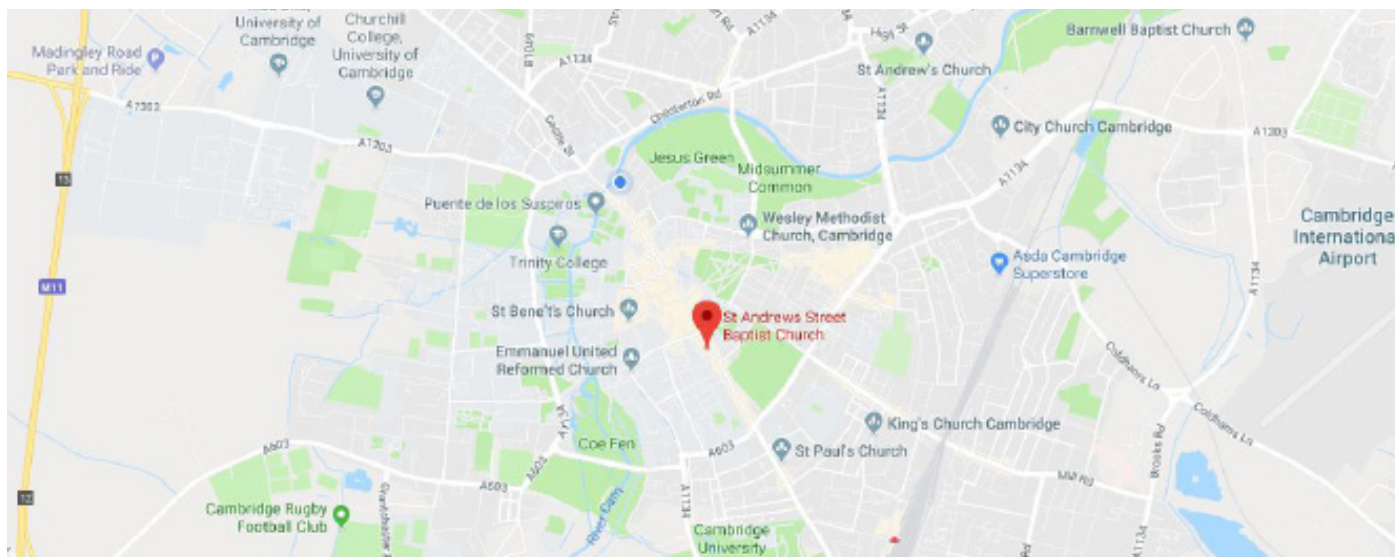
Name Contact



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DIRECTIONS

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Baptish Church
St Andrew's Street
Cambridge
CB2 3AR



St Andrew's Baptist Church
St Andrew's Street
Cambridge
CB2 3AR

Train Station

Cambridge
20 minute walk

Car Parking

The closest parking facilities are a 5 minute walk away at the below address:

Grand Arcade Car Park
Corn Exchange Street
Cambridge
CB2 3QF

Park & Ride

This is cheaper and more economical than driving into the centre of Cambridge. There are 5 car parks outside the city, more information can be found here:

<http://cambridgeparkandride.info/index.shtml>

