



Managing major  
building projects in  
*places of worship*

WEDNESDAY 3<sup>RD</sup> OCTOBER 2018



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

TREVOR COOPER  
HISTORIC RELIGIOUS BUILDINGS  
ALLIANCE

&

DAVID RADEMEYER  
ST ANDREW'S BAPTIST CHURCH



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

SUE DICKINSON

DAC AND GRANTS OFFICER  
DIOCESE OF ELY



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

# **Sue Dickinson**

## **DAC and Grants Officer – Diocese of Ely**



The Church of England  
Diocese of Ely

ely2025



# Before You Begin – The Consent Process

- Faculty
- Legal Requirement
- Ecclesiastic Exemption from Listed Building Consent
- Does not replace Planning Consent

# DAC – Diocesan Advisory Committee

- Committee of specialists
- Advise on faculty applications
- Chancellors give a lot of weight to their advice
- Looking for a Recommendation

# Statement of significance

- SoS is a legal requirement for works of alteration or addition to listed churches
- Best written primarily by the PCC, help is available
- <http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need>
- Background document against which the impact of proposals can be assessed.

# Statements of needs – putting your case

- This document addresses “why”
- Weighs benefits against any detrimental impact
- Evidence based is best- surveys or trials
- Not just a wish list
- Providing what your community needs
- Good for grant applications too

- Early stage consultation with your church buildings department
- Site visits
- Consultees

THE VEN HUGH MCCURDY

ARCHDEACON OF HUNTINGDON AND  
WISBECH



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CANON ANNETTE REED

ST JAMES' CHURCH, LITTLE PAXTON



**Historic Religious  
Buildings Alliance**  
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# St James' Church, Little Paxton





Interior of  
Little Paxton  
Church,  
prior to  
re-ordering



The new Vicar  
arrived in  
2006





Developing a vision for the future of our church



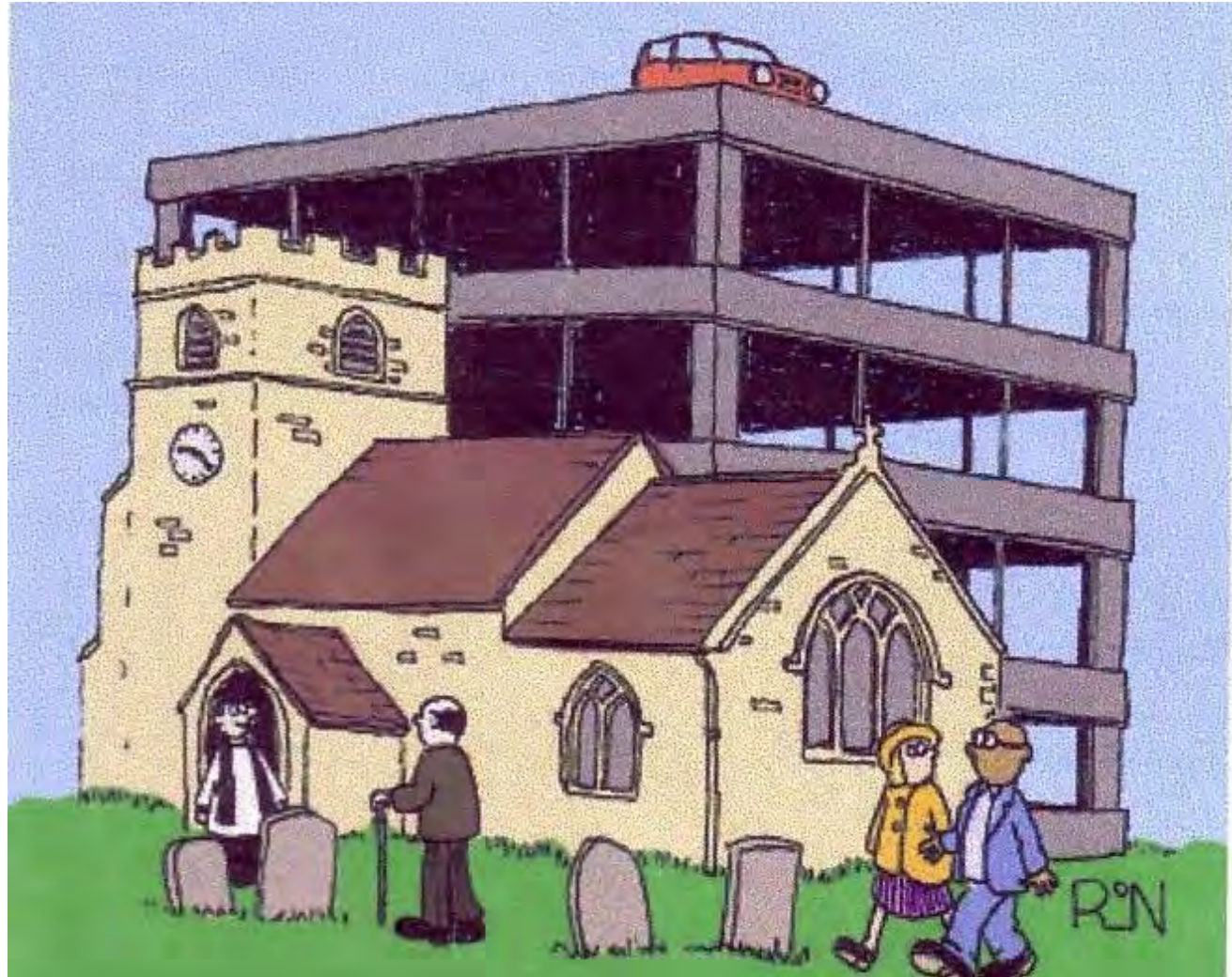


Vicar on the  
tractor – who  
drives the  
project?!





One idea?!?





# Sheepy Post Office



Bells arrive from  
Taylor's



April 2012  
CHUFT begins

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Dedication  
service  
September 2012



# December 2012 – CHUFT complete for Christmas

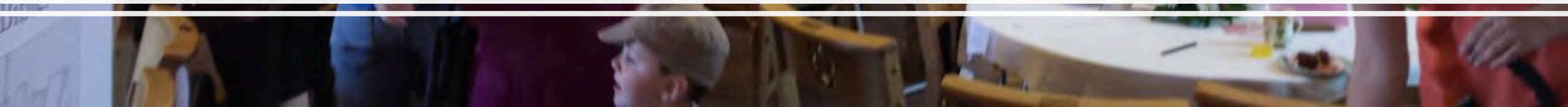
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Our first Pop-Up Tea Room 2015











Flexible seating



Looking  
down from  
the ringing  
floor







Scouts 2016

# Chatty Church – our Friday Coffee mornings







Christmas!



Line Dancing





All welcome!  
– including  
Spiderman....

Our architect,  
Alex, for our Wall  
to Wall project





May 2018 – Wall  
to Wall project  
underway





Happy  
Wedding 2018





Wall to Wall project  
completed, September 2018

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All Welcome!





Taking Risks!

WENDY COOMBES, MBE

COMMUNITY PARTNERSHIP AND FUNDING  
OFFICER  
DIOCESE OF HEREFORD



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

# Wendy Coombey

## Diocese of Hereford

Capital Projects: Keeping Everyone on  
Board and Setting Up Longer Term  
Structures

# Community Partnership and Funding

- **Community** – working with the wider community.
- **Partnership** – working with other organisations at all levels, local, regional and national.
- **Funding** – sourcing the funding for activities.



# Not just about finances!

- Sustainability is about the long term future of a project – it's about structures for the future.
- It's about strong project development and management during the build and in the future.
- It can make or break a project if you get it wrong.
- So, based on our experience and the experience of others these are my top 10 tips.



# Tip 1: Evidence of Need

- Base your project on a proven need.
- Carry out consultation with the whole community – people and organisations.
- Talk to Stakeholders – at all levels who may be useful to your project.
- Interrogate the Statistics – LA, Church House, web sites.
- Use existing research – CLP's, Local Strategies, Neighbourhood Plans.





## Tip 2: Set up 'working' groups.

- Involve as many people as you can that can usefully contribute to the project.
- Set terms of reference so the responsibilities are clear.
- Make sure there are clear lines of authority and communication.
- More than one group may be needed.



## Tip 3: Ensure there is an effective secretariat

- Accurate minutes of every meeting – some funders will require to see these.
- Clearly defined actions, allocated to an actual person, that are followed up and reviewed at each meeting.
- Regular cycle of meetings – keep things moving – set these at the outset.



## Tip 4: Find the right skills

- Don't use the usual suspects – remember your community will have a wide range of skills.
- To define what skills you have and those you will need to find, carry out a skills audit.
- Cast the net as widely as possible – and have courage to do this.





## Tip 5: Write a good architects brief.

- Take your time – don't go straight to an architect – form follows function and you need to agree the function first.
- Base the brief on what your consultation has told you – what is it people said they need and what does the church need?
- Check it with your consultees and then check it again with an objective 3<sup>rd</sup> party.



## Tip 6: Think about financial sustainability.

- Think about money – do some business planning!
- It's what the funders will want to see.
- Great for focussing the mind on project development.
- Covers most elements you need to think about.



## Tip 7: Legalities

- What are the legal requirements of your project?
- What do the funders want to see?
- Is a lease or license necessary – is this possible?
- Take legal advice – this may have a cost but it's better to pay now than later when you are in a legal dispute.





## Tip 8: Communication

- Keep telling the story – give regular updates.
- Use all the means available.
- Twitter, face book and other social media can be a way of engaging with young people.
- Use local web sites, local media and newspapers and radio.
- Use your central communication team.



## Tip 9: Governance

- What is the right structure for your project ?
- Agree the structure and lines of communication and levels of authority. These need to be articulated.
- Be inclusive – involve as many people as you can.
- Make sure everyone involved knows who retains overall responsibility.
- Do things need to change as the project develops?



# Tip 10: Learn from others

- Go and visit other projects – best training tool there is.
- Talk to your local support organisations, such as Local Authority Regen Team, or local VCS support.
- Use the existing resources and read case studies.





**Crossing the Threshold:**  
a step by step guide to developing  
your place of worship for wider  
community use and managing  
successful building projects  
[www.hereford.anglican.org](http://www.hereford.anglican.org)

REVD SID BRIDGES

ST MARY'S CHURCH, ORTON WATERVILLE



**Historic Religious  
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## St. Mary's Church Orton Waterville



The Church of England  
Diocese of Ely







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Diocese of Ely



**re-fresh**  
for family, for friends, for life.





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BECKY PAYNE

DIRECTOR OF DEVELOPMENT  
HISTORIC RELIGIOUS BUILDINGS ALLIANCE  
AND FREELANCE CONSULTANT



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*



# THE TOOLKIT

## an introduction

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



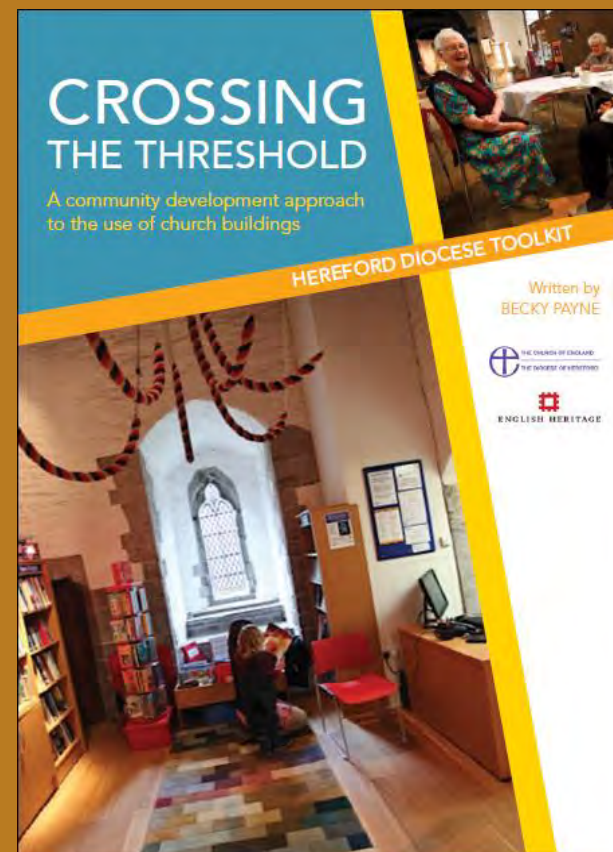
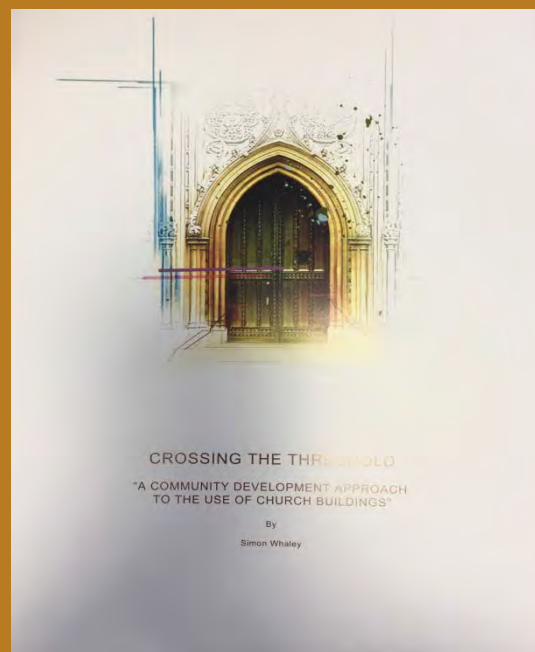
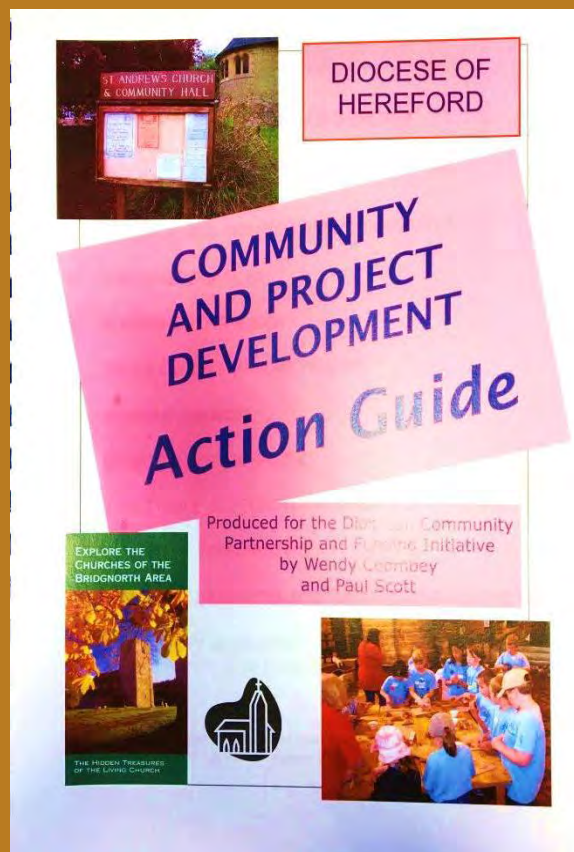
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# CROSSING THE THRESHOLD

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





Downloadable –  
free!

CROSSING THE THRESHOLD



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

# Historic Religious Buildings Alliance

*a group within the Heritage Alliance*



THE CHURCH  
OF ENGLAND  
DIOCESE OF HEREFORD

National  
Churches  
Trust

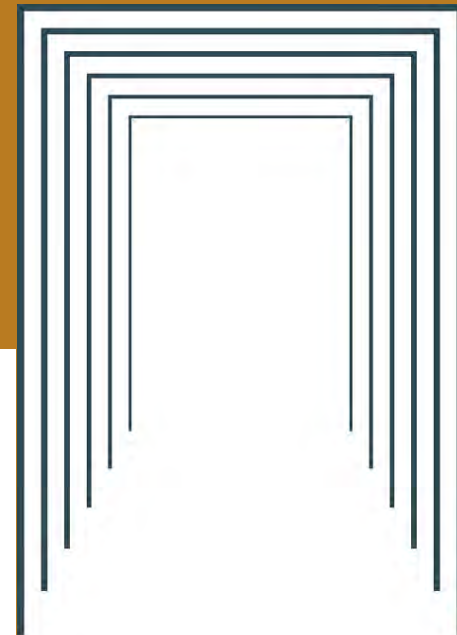


National  
Stewardship Te



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PURCELL

CROSSING THE THRESHOLD

*Although this document is written from an Anglican viewpoint, and uses Anglican terminology, we hope and believe that it will be helpful to all denominations, and it is offered freely to anyone who can make use it. Our case studies cover a range of denominations, and we give references to the tools and resources produced by a range of faith groups, not only Anglican. We think that it should be straightforward for those of other denominations to apply the toolkit to their situation, taking from it what is useful, and ignoring the rest.*





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## INTRODUCTION

13

[BACK TO CONTENTS PAGE](#)

## HIGH LEVEL TASK LIST

Many of these tasks will need to happen concurrently.

CHAPTER NUMBERS 1

TASK	KEY ACTIONS	WHO IS INVOLVED
A Establish your church vision and the aims of your project	Develop a mission statement & purpose of project.	1 Church leadership and members and current users of building.
	Consult with community and local agencies.	2 People to undertake a Church Audit and Community Audit, undertake surveys, organise public meetings.
	Understand your building by writing Statement of Significance.	5 Initial conversation with DAC or equivalent.
	Define need for the project by writing Statement of Need.	6
B Establish robust structures to deliver your project and for when new activities up and running	Decide how you are going to manage the development of your project eg: create a Building Group.	Volunteers from church and from wider community.
	Define roles.	
	What form of Governance will you need for the project once up and running?	
	Plan how to communicate to stakeholders throughout length of project and beyond.	
C Develop proposed detailed timelines and budgets for your project	Think about sustainability of all parts of your project.	9
	Plan the project.	7
	Start developing fundraising strategy.	10
	Start compiling Business Plan and financial plans for both building project and for when new activities 'up and running'.	8
D Appoint professional support	Keep congregation, church leaders and community informed.	3
	Interview and appoint architect.	5

## INTRODUCTION

14

[BACK TO CONTENTS PAGE](#)

TASK	KEY ACTIONS	WHO IS INVOLVED
E Develop a design and estimated	Drawings and plans.	5 Building Group. Architect.



## PROJECT TIMELINE

Here is a project timeline which aims to show in another way, the order in which different parts of the project have to happen and how they may overlap.

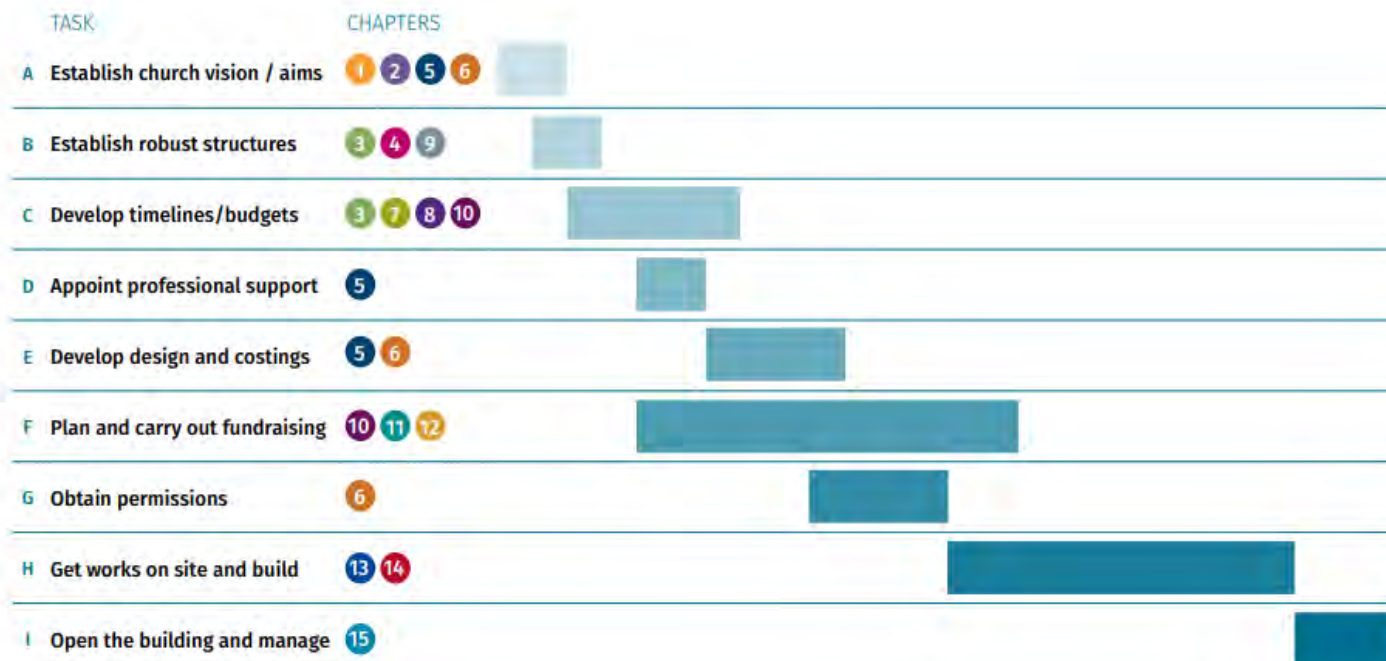


Fig 2 Project Timeline



**WELCOME** XX

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

**FOREWARD** XX

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

**INTRODUCTION** XX

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

**STAGE 1: PREPARING THE GROUND****CHAPTER 1** XX**DEVELOPING YOUR VISION**

*will help you develop your vision, after talking to your congregation and other current users of your church building and reassessing your building.*

**CHAPTER 2** XX**UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY**

*explains how to consult with your local community to ensure that your project delivers something that will be valued and useful.*

**CHAPTER 3** XX**DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES**

*will help you set up your team, making sure you have all the skills you need. It also highlights some of the areas where your policies will need to be agreed and recorded.*

**CHAPTER 4** XX**GOVERNANCE – CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE**

*will help you to decide on the right organisational structure for your project that allows you to do what you want to do and importantly to retain the right level of control over what happens within and to your church building.*

# CONTENTS

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

*helps you to assess all the options and work out which solution your Group feels provides the best solution and is the most feasible. It also offers guidance on writing Statements of Need and Significance and explains the process of appointing an architect.*

**CHAPTER 6** XX**BALANCING THE NEED FOR CHANGE WITH HERITAGE AND LITURGICAL CONSIDERATIONS – LEGALITIES AND THE CHURCH PLANNING PROCESS**

*helps you to design your building project while taking into account the heritage of your building and liturgical requirements. It also explains the permission process.*

**STAGE 3: DELIVERING YOUR PROJECT****CHAPTER 7** XX**PLANNING YOUR PROJECT**

*will help you develop a plan at the beginning of the project, and then keep it up to date as the project develops, so that you always feel in control.*

**CHAPTER 8** XX**WRITING A BUSINESS PLAN**

*explains how to make a strong business case for your project which will help you to access financial support.*

**CHAPTER 9** XX**ENSURING YOUR PROJECT IS SUSTAINABLE**

*takes you through all the elements of a project that you should consider to ensure your project is sustainable in the long term.*

**CHAPTER 10** XX**RAISING THE FUNDS**

*will show you how to develop a fundraising strategy which is a written plan that details your funding objectives and how you are going to achieve them. Describes the different methods of raising money.*

**CHAPTER 11** XX**IDENTIFYING THE RIGHT EXTERNAL FUNDERS**

*helps you identify the funders most likely to fund your particular project and how to manage the process of making applications.*

**CHAPTER 12** XX**COMPLETING APPLICATIONS – SELLING YOUR PROJECT TO FUNDERS**

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

**CHAPTER 13** XX**MANAGING PROJECT CASH FLOW**

*provides guidance on how to manage your cash flow while the building works are in progress and also once your new activities are up and running.*

**CHAPTER 14** XX**MANAGING THE BUILDING WORKS ON SITE**

*Although, most of the activities described in this chapter will be carried out by your architect, it is important that you understand what is happening as ultimately it will be your responsibility.*

**CHAPTER 15** XX**THE FINAL STAGES – CLAIMING MONEY, CELEBRATING, IMPACT AND EVALUATION**

*Explains how to undertake an evaluation of your building project and what actions you can take to sustain the next stage of your project.*

**CHAPTER 16** XX**FURTHER INFORMATION**

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

## STAGE 1: PREPARING THE GROUND

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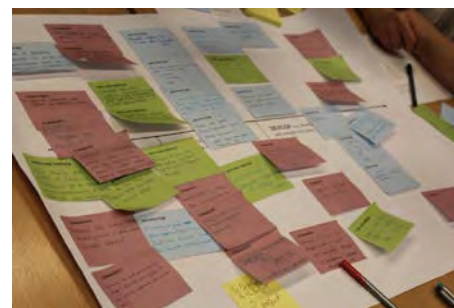
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## CHAPTER

## 2

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# UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY

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## TEAM PRAYER

Loving Father, we thank you for your gifts  
of love and grace. Teach us to see Jesus in the  
people we encounter, and to respond with  
loving, generous and open hearts. Lord we  
pray for words of warmth and comfort,  
for wisdom in silence and wisdom in noise,  
for mutual respect and kindness.  
In your name we pray, Amen



## CASE STUDY

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

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

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

St Margaret's Church, Grade II, whose beginnings date back to 1516 when permission was first sought to erect a chapel of ease, closed for public worship in 2005. The St Margaret's Community Trust was set up 'to refurbish, redevelop and extend' the old St Margaret's Church to create a multi-purpose community centre and to provide care and support for the people living in Ward End, Birmingham.



On 21st September 2014, the church was rededicated by the Bishop of Birmingham and there is now a communion service on the 1st Sunday of the month and Café Church on the 3rd Sunday of every month.

At the same time, the Unity Hubb organisation, based in the church, offers projects and services to the local multi-ethnic community including creative workshops for local women, dance workshops for local young people, and community-based play activities. It also houses the area's local food bank.

Officially launched in May 2015 at an event that attracted over 500 visitors, the Unity Hubb has hosted a number of big events including the Heritage Fun Day on May 3, 2016 which also attracted over 500 guests.

In April 2016 a 'Women in Conversation' evening was held to celebrate cultural diversity in the area and in July 2016, the Trust launched its efforts to attract local schools to visit the church and learn about its heritage as it is home to a great collection of

Heritage monuments and artefacts. With help from funders, the monuments have been fully restored and there are regular tours of the building along with state-of-the-art digital tour information on offer.

The refurbished venue is also available for public hire; with facilities that include a main hall, a meeting room and a hot desking area.

The church holds regular Heritage Drop-In sessions on Tuesdays from 11am - 1pm and a Heritage Open Day on the last Thursday of each month – with the added bonus of home-made cake.

Over the years, St Margaret's Community Trust has held a number of initiatives and events in partnership with local organisations including Birmingham City Council including a community cohesion sea side trip, a tree dressing project and a joint Eid and Christmas celebration.

## CHAPTER 2 CHECKLIST

Have you collected evidence and information (baseline data), about your community?

☐

Have you looked at any local plans and strategies that already exist? Have you ensured that your church is linked into the development of any new local plans?

☐

Have you identified suitable consultation methods to allow everyone in your community to express their views?

☐

Have you consulted all local groups?

☐

Have you produced a report which details the results of your consultation exercise and shows your analysis and assessment on which ideas/solutions are most popular?

☐

Have you checked that your project idea doesn't duplicate existing services?

☐

Can you link up with other organisations and adopt a partnership approach to solving your community problem?

☐

## TOP TIPS



- + Create an opportunity for some of the consultation to take place in the church building itself.
- + Take **photos** of your consultation events in action! They are useful for the website and exhibitions and to and strengthen funding applications.
- + Keep copies of forms/questionnaires that you create, and produce a report analysing the results as this will form an important part of your funding applications.
- + Make sure you keep everyone informed and engaged throughout a project.
- + Try not to deal with issues on a one-off basis by, for instance, trying to solve one immediate problem in isolation just because it is easy and achievable. Always see them as part of a bigger plan. You can always carry out the plan in smaller phases, which may give the congregation a better sense of achievement.





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

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

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CROSSING THE THRESHOLD

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# FINAL QUESTIONS

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Any Feedback?

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CROSSING THE THRESHOLD

CATHERINE TOWNSEND

GRANTS MANAGER  
NATIONAL CHURCHES TRUST



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*



# Funding for church building projects – can we help you?

Catherine Townsend

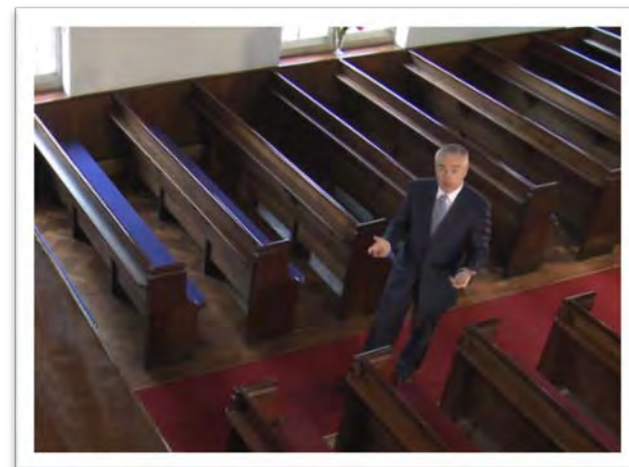
*For people who love church buildings*





# The National Churches Trust

- The national, independent, non-profit organisation promoting and supporting church buildings of historic, architectural and community value across the UK
- Support, advice and funding to Christian places of worship of ALL denominations
- For information on all of our activities please visit [www.nationalchurchestrust.org](http://www.nationalchurchestrust.org)



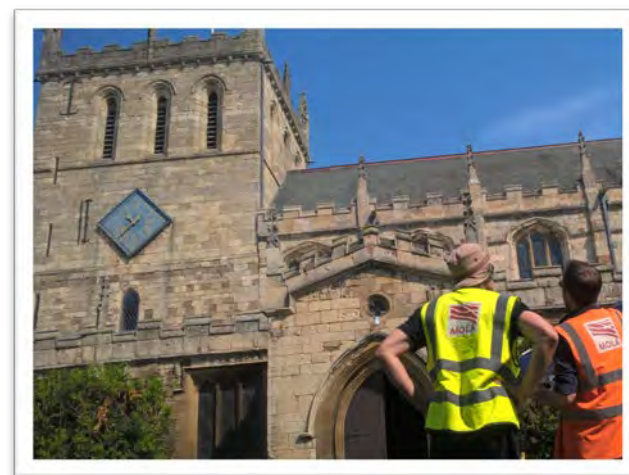
*For people who love church buildings*





# Recent activity

- Between 2015 and 2017
  - 1200 applications
  - 528 grants awarded
  - Over £4 million distributed
  - 1 in 4 success rate
  - New programmes meaning 6 schemes
  - Refined scoring, eligibility, guidance, terms and conditions and reporting requirements



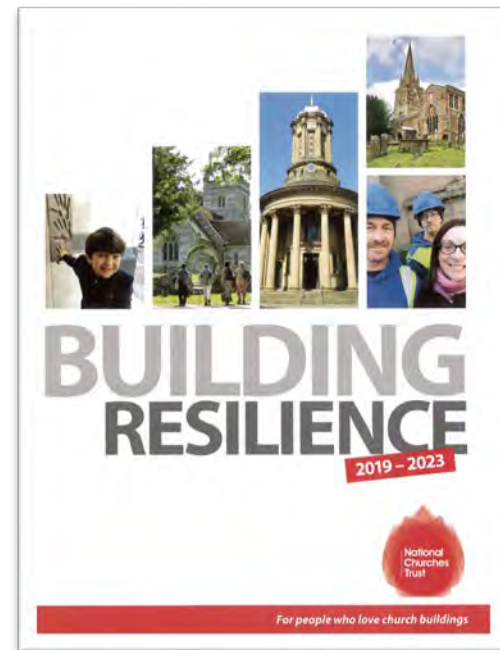
*For people who love church buildings*





# New strategy 2019-23

- NCT's new strategy
  - Backlog of repairs
  - Maintenance is not static
  - Not enough priority given to Maintenance
  - More can be done to make churches valuable and valued resources
  - Huge untapped potential to engage wider public support
- 3 goals:
  - Preserving heritage
  - Promoting sustainability
  - Inspiring support
- 3 streamlined grant programmes





# Our revised grant programmes

## Cornerstone Grants

- *Awards of between £10,000 and £50,000*
- *Repairs costing over £100,000*
- *New facilities (kitchens & toilets) over £30,000*

## Gateway Grants

- *Awards of between £3,000 and £10,000*
- *Project development upto RIBA Stage 1*

## Foundation Grants

- *Awards of £500 to £3,000*
- *Maintenance and repair projects up to £10,000*



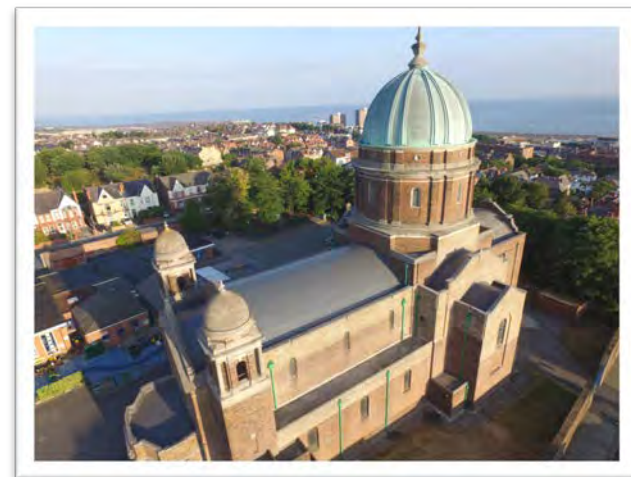
***For people who love church buildings***





# Will you be eligible?

- ✓ Located in the UK (although we fund projects from across the UK, the North East of England, Wales and Northern Ireland have been identified as priority areas)
- ✓ Originally built as a place of worship (over 30 years ago) and open for regular public worship
- ✓ Work not yet started
- ✓ Over 50% funds raised
- ✓ Open at least 100 days per year
- ✓ Leading qualified professional with conservation accreditation if listed
- ✓ Necessary permissions and multiple quotes in place







# Scoring Criteria

- Heritage
- Need
- Case for investment
- Risk management & Project planning
- Heritage & Community impact
  - Preserving heritage
  - Promoting sustainability
  - Inspiring support



*For people who love church buildings*





# Outcomes

- Preserving Heritage
  - Building will be in better condition
  - Building will be better managed
  - Building / heritage will be better understood
- Promoting Sustainability
  - Building will be more suitable for wider community uses
  - Building / organisation will be more secure for the future building
  - Problems will be diagnosed and / or projects well planned
- Inspiring Support
  - Church will engage with more people
  - Increased opportunity for volunteering
  - Place of worship will be more financially viable



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# Top tips

- Read the guidance note before applying
- Supply all documents requested
- Meet any deadlines

In your answers, let us know:

- Why your project is essential and why you need our support
- How the project is well planned, viable, sustainable
- How your community is engaged
- The benefits and impacts of your project



*For people who love church buildings*







# What happens next?

- All grant decisions are made by the grants committee which meets 3 times a year
- Deadlines can be found on the relevant grants page of our website
- Successful applicants will also be required to register on our websites - **MaintenanceBooker** and **ExploreChurches** if successful



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# A beautiful collection of fascinating places to visit

Search by postcode or place

SEARCH



Watch the video



Church of the week: Northampton St Peter



## Extraordinary women: Heritage Open Days 2018

Heritage Open Days this year is spread over two weekends for double the fun, hundreds of the events have been inspired by our 'Extraordinary Women' theme to celebrate the stories of local women past and present.



## London's unseen chapels

London is teeming with chapels of all shapes and sizes, often out of view of the main tourist routes, here are some of London's often unseen gems to explore.



## Great organs

Mozart called it 'The King of Instruments'. The great majority of church organs date from the second half of the 19th century.



## Oak Apple Day

The escape of Charles II from England in 1651 is remembered in the traditions of Oak Apple Day, on 29 May. Here are nine churches along Charles's escape route.

## ExploreChurches: for you and the churches you love to visit

Our vision is to tell the stories of churches, chapels and meeting houses, and to encourage people to visit and experience them. There are over 42,000 Christian places of worship in the UK. ExploreChurches currently features over 1,300 and we are increasing both the number of churches and the amount of information about them every week. We would love to tell you how, and how you can help.

FIND OUT MORE



## Royal weddings

Take a peek inside happy and glorious churches and cathedrals across the UK which have hosted royal weddings through history.



## Smallest churches

A beautiful selection of the smallest churches in Britain.



# Keep your buildings in good repair

[Watch Video](#)
[Register Now For Free](#)

## How it works



### Step 1

**Register** and submit a job request for the service that you want



### Step 2

Receive and review your quotes



### Step 3

Book job and finalise details with supplier



### Step 4

Review and pay supplier

Book accredited contractors experienced in church and historic building maintenance for services including



**Rainwater Goods Maintenance**



**Lightning Protection System Inspection**



**Tree Risk Assessment/Full Surveys**



**Tree Surgery Maintenance Services**



**Asbestos Surveys and Removal**

Maintaining your church building is such a vital contribution to keeping it alive and usable. Water damage from blocked gutters and drains causes a third of the problems with old buildings. Keeping them clear is of enormous benefit and helps avoid costly repair bills. MaintenanceBooker provides a new web-based service which can help anyone looking after their church building. Having seen MaintenanceBooker in action on a very tall Victorian church in the Diocese of Sheffield I am sure it will help towards keeping church buildings good repair.

Julie Banham, DAC Secretary, CofE Sheffield







# Our grants

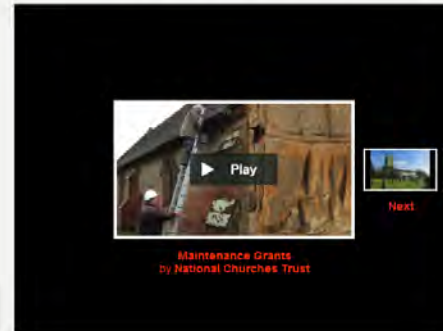
Welcome to our grants pages.

We support a wide variety of projects through our grant programmes. From repairing a roof to helping to install an accessible toilet - and many other projects - our grants help people to continue to serve, and to serve better, their local communities.

To find out more about applying for a grant, please select the relevant programme below or visit our [Choose the Right Grant](#) page.

You can find details of churches, chapels and meeting houses we have helped with grants on our [interactive map](#) or view our [case studies](#).

If you have any questions, please check the programme guidance notes and our [Grants FAQ](#) page in the first instance. You can also watch our videos below.



[Friends Grant](#)  
[Grants FAQs](#)  
[Map of churches helped](#)  
[Choose the right grant](#)  
[Community Grants](#)  
[Rural Grants](#)  
[Project Development Grants](#)  
[Repair Grants](#)  
[NTS Heritage Fund](#)  
[How our grants help](#)

## Which grant is right for my project?

We support a wide variety of projects through our grant programmes. From repairing a roof to helping to install an accessible toilet - and many other projects - our grants help churches, people and local communities.

If you are looking for funding from us, but are not sure if we can fund your project or are unsure which grant programme to apply through, please look through the options below. Just click on a red button for more information.

Please note that to be eligible for any of our grant programmes, you must have 50% of the funding required in place. This can include any VAT you are eligible to reclaim through the [VAT on the Repair of Churches Grant Scheme](#).

You can find details of churches, chapels and meeting houses we have helped with grants on our [interactive map](#).

1. **REPAIRS** to our church building e.g. re-roofings, stone repairs etc.

AND

Works are urgent and structural and cost over £100,000 (including VAT and fees).

[This may be eligible for our Repair Grant Programme](#)

OR

Works are for structural fabric repairs and cost under £100,000 (including VAT and fees).

AND

[Home](#) • [Building advice](#) • [Managing building projects](#)

## Managing building projects

[Discover churches](#)  
[Managing your building](#)  
[Managing building projects](#)  
[Project case studies](#)  
[Resource centre](#)  
[Support organisations](#)  
[The Professional Trades Directory](#)

Many churches consider building work of some kind. It may be to carry out essential repairs to the fabric, or to install new facilities to enable the building to be used more widely.

It is widely acknowledged that keeping a building in use is more likely to result in the preservation, proper maintenance and sustainability of that building. So adopting and enhancing the usability of your church may have a positive impact on its state of repair as well as on its use. However, remember that your church is still a place of worship and it is important that people still recognise it as such.

Small changes can often achieve a lot. You don't have to launch straight into a large project. Start small and try out some ideas to see what works within your building and with your community. If you are about to undertake any works whether repairs or re-ordering or even maintenance, you could also take the opportunity to think about access and energy efficiency. It might be easier to make improvements as part of a staged larger project, rather than doing everything separately.

### Planning ahead

It is often said that failing to plan is planning to fail. Do not neglect planning. Time spent planning, and preparing for your project is never wasted, and can prove invaluable if something goes wrong further down the line.

### Finding the money

Support our work

"I am proud and happy to support the work of the National Churches Trust and hope that you will enjoy it too." Bill, 805504



# Other things we do

- Ride and Stride (September 2019)
- Professional Trades Directory
- ComRes polls
- E-Newsletters
- Advice e.g. on fundraising
- Campaigns – 50 Things, Sacred Wales
- Social media



*For people who love church buildings*



# Any questions?

**Catherine Townsend**, Grants Manager

[Catherine.townsend@nationalchurchestrust.org](mailto:Catherine.townsend@nationalchurchestrust.org)

020 7222 0605

**Nigel Mills**, Development and Grants Officer  
(North England / Scotland / Northern Ireland)

[nigel.mils@nationalchurchestrust.org](mailto:nigel.mils@nationalchurchestrust.org)

**The National Churches Trust**

7 Tufton Street

London

SW1P 3QB

[www.nationalchurchestrust.org](http://www.nationalchurchestrust.org)

[grants@nationalchurchestrust.org](mailto:grants@nationalchurchestrust.org)



*For people who love church buildings*





HOLLY ISTED

HISTORIC CHURCH BUILDINGS SUPPORT  
OFFICER  
DIOCESE OF ELY



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

# Fundraising

























# What?

- ▶ Start with a clear vision of what you want to do
- ▶ Summarise it in just 1 or 2 sentences
- ▶ Think about both the church and wider community

# Why?

Sell your vision

- ▶ Why is it needed?
- ▶ Why here?
- ▶ Why this way?
- ▶ Why now?
- ▶ What difference will it make?



# When?

- ▶ Don't be in a hurry to start fundraising
- ▶ Allow time for planning and preparation
- ▶ Do not start fundraising until you know how much you need to raise
- ▶ Momentum is key
- ▶ Fundraising takes time, some Trusts only meet once or twice a year

# Who?

## Who is making the ask?

- ▶ Team – this is not a job for one person
- ▶ Chemistry and diversity
- ▶ Friends Group
- ▶ Professional help



# Who are you asking?

- ▶ Start with your congregation
- ▶ Research external funders thoroughly – criteria and timescales
- ▶ Local fundraising - know your audience



# How and Where?

- ▶ Funds you already have, including any assets that could be sold
- ▶ What you anticipate from Trusts, Foundations and other external sources
- ▶ What will be left to raise
- ▶ Church, community, online

# Communication

- ▶ Share your plan at the beginning
- ▶ Let people know your key milestones
- ▶ Avoid providing a running commentary
- ▶ Remember, fundraising also presents opportunities to build relationships and raise awareness




# Top Tips – Local fundraising

- ▶ Evidence of local involvement and commitment
- ▶ Realistic and achievable
- ▶ Separate from regular parish fundraising
- ▶ Costs
- ▶ Insurance, safeguarding and risk assessments
- ▶ Monitoring and evaluation
- ▶ Ideas and advice - **Better Fundraising Ideas**



# 10 reasons why grant applications fail

- 1) Applying for grants you can't possibly get
- 2) Asking for too much money. Or not enough
- 3) Providing too much information
- 4) Confusing content

- 
- 5) Uninspiring
  - 6) The budget doesn't add up
  - 7) Forgetting to tailor the application to the funder
  - 8) Assuming the funder knows all about you
  - 9) What difference will you make?
  - 10) Missing the deadline



# Grant Sources

- ▶ ChurchCare (Church Buildings Council)
- ▶ National Churches Trust
- ▶ All Churches Trust
- ▶ Heritage Lottery Fund
- ▶ Garfield Weston
- ▶ Landfill Tax funders, e.g. Amey Cespa, Wren and Mick George
- ▶ Community Foundations



# General Guidance

- ▶ London Diocese and Chester Diocese
- ▶ Fundraising Regulator
- ▶ Crossing the Threshold
- ▶ Church Buildings and Pastoral Department
  - Head of Department – Frances Godden
  - Church Buildings Consultant – Geoffrey Hunter
  - DAC and Grants Officer – Sue Dickinson
  - Historic Church Buildings Support Officer – Holly Isted
  - Administrator – Sally Gilson

# When it's done....

- ▶ Have a cut-off date
- ▶ Thank people
- ▶ Celebrate

KATE BROWN

DEVELOPMENT MANAGER  
HERITAGE LOTTERY FUND



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*





Awarding funds from

**The National Lottery®**



# Heritage Lottery Funding for Places of Worship

Kate Brown  
Development Manager  
East of England



This presentation will cover



## Current Position

- 2018-19 Transition year for HLF
- Our Heritage grant - final deadline 18<sup>th</sup> January 2019

## Planning a successful HLF funded project

- Case studies: Heritage Grant & Our Heritage

## HLF support

## The Future

- New Funding opens late January 2019



# Reminder: who we are

- National Lottery good cause
- Largest dedicated funder of heritage in the UK
- Nationally, we have around £180 million to spend in 2018 - 2019
- All money from National Lottery ticket sales
- Thanks to National Lottery Players





# Our outcomes framework –what is it?



- How will your project make a lasting difference?
- We have 14 outcomes grouped in three categories:
  - heritage
  - people
  - communities
- Proportionate to the level of funding requested
- All projects must achieve one or more outcomes (not all!)

# Outcomes

## outcomes for heritage:

- heritage is interpreted and explained;
- in better condition;
- is better managed;

## outcomes for people:

- developing skills; or volunteered time
- learning about heritage;

## outcomes for communities:

- more people and a wider range of people will have engaged with heritage;





# Heritage will be **better managed**

## Activity

## Difference it will make

**Creating a  
Management &  
Maintenance  
Plan**



- Protecting the capital investment
- Better planning for future spending
- Avoiding surprises!

**Hiring project  
staff**



- Developing new resources
- Delivering more activities
- Building capacity

# People will have learnt about heritage

## Activity

Creating educational resources



## Difference it will make

- More engaging experience for children
- Ability to attract new / more school groups

Hosting 'open days' and 'hard hat' tours



- Encourages new types of visitor / audience
- Promotes understanding of building materials
- Promotes traditional craft skills



We also look for **value for money**:



taking into account:

- why do you need HLF money and why now? **(evidence and urgency)**
- how can you show us there is a need and demand for the project? **(community support)**
- scale of grant request and expected benefits **(value for money)**
- Good management and reduced risk





# Costs you can include



- New staff
- Professional fees
- Recruitment
- Repair + conservation
- Digital outputs
- Equipment and materials
- Training for staff -Training for volunteers
- Expenses for Staff and volunteers
- Publicity and promotion
- Evaluation (no more than 3% of total grant request)
- Contingency



# Heritage Focus



Case studies: Successes  
under Heritage Grants  
and Our Heritage

# Heritage Grants

St Mary the Virgin Grade 1  
Beeston North Norfolk  
£229,000 (76%)  
R1 pass

Award: repairs to church,  
tower chancel ceiling and  
elsewhere

- New work- adding composting toilet
- Activity includes trail around 4 churches
- Schools work
- Activity facilitator



St Leonards  
Flamstead  
Hertfordshire  
Grade 1  
£734,000 (63%)  
R1 pass





# Our Heritage

- £10,000 - £100,000
- Single round application process
- 8 weeks assessment
- Apply at any time
- Projects can last up to 3 years
- NO fixed match-funding requirement

**DEADLINE 18 January  
2019**



# OH case study: Wendens Ambo



Nr. Saffron  
Walden, Essex  
Grade 1  
£41,800 (40%)



Repairs + archaeological  
skills + learnt about  
heritage of village





## More OH examples

St Mary the Virgin II\*  
Newton Flotman  
£87,600 (73%)



St Mary's church II\*  
Baconsthorpe Norfolk  
£95,000 (70%)





## OH: Things to think about



- Activities: people will have learnt about heritage
- Risk: Do not need specifications and tenders -  
Reduce risk with robust:
  - Planning
  - Contingency
- Sustainability: Management and maintenance into future
- Capital works: evidence + focus on repairs rather than new work and reordering



Our Heritage is also for  
Bells, organs, wall paintings  
and Stained glass windows

Deadline 18 January 2019

## In any bid - Proportionate Heritage activities:



- Displays / Exhibitions
- Guidebooks / Trails
- Heritage Open days
- Training
- Be creative: ask local groups to help with ideas

**Include all the costs**

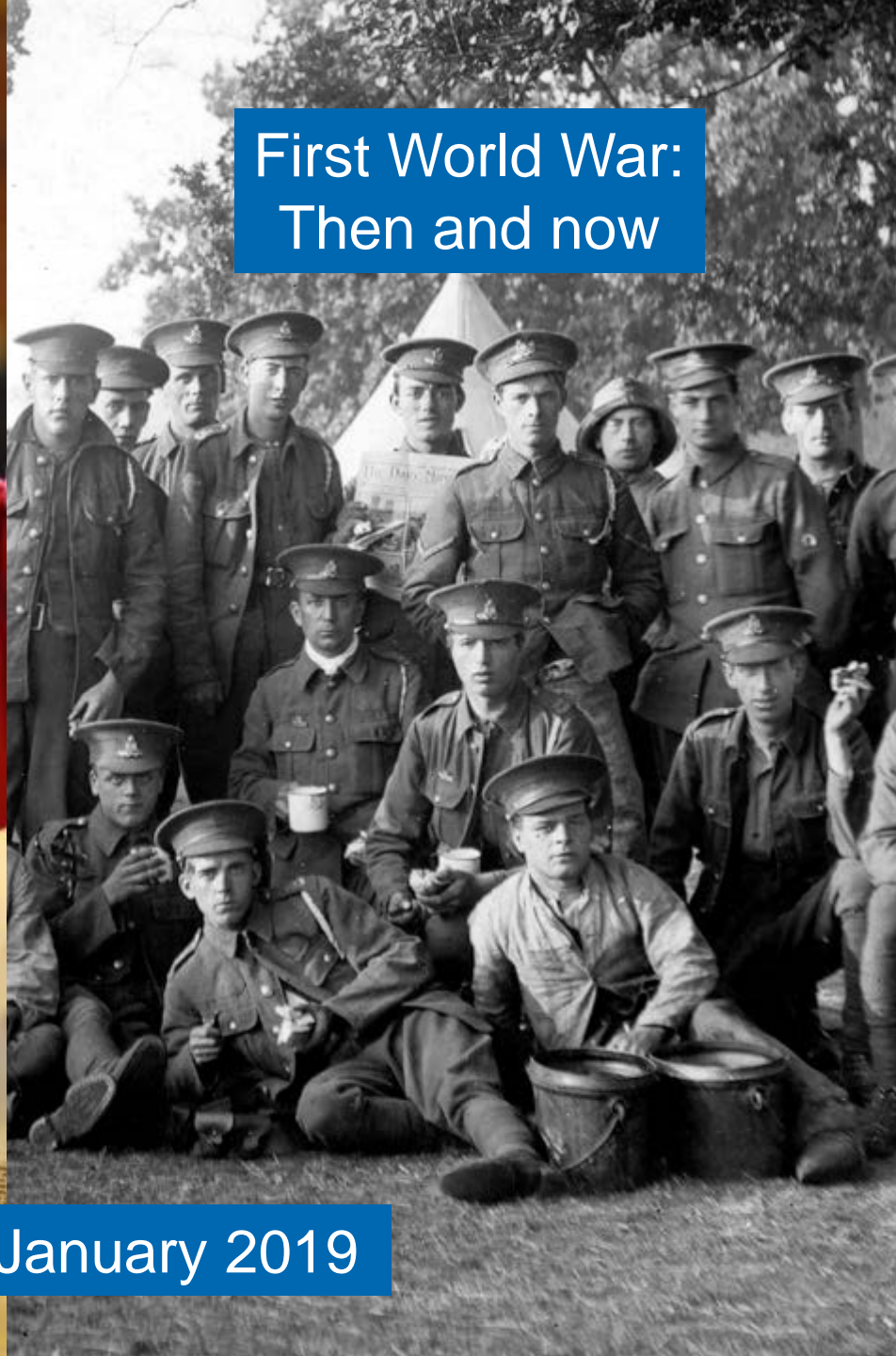




Sharing Heritage



First World War:  
Then and now



Deadline 18 January 2019

# Support from HLF

- Development teams
  - ✓ Project Enquiry form
  - ✓ Advice
  - ✓ Workshops
- Other resources
  - ✓ Programme guidance
  - ✓ Good practice guidance
  - ✓ Case studies and project snapshots

**Talk to us!**





# The future



- New single Open Programme £3k - £5m requests
- For applications requesting over £250K will be an Expression of Interest process.

- New SFF will be launched at end of January 2019

Priorities for the fund

Outcomes and KPI's

- <https://www.hlf.org.uk/looking-funding/what-we-fund/buildings-and-monuments/places-worship>



# Contact us

HLF East of England team

Kate Brown

[kateb@hlf.org.uk](mailto:kateb@hlf.org.uk)

07973 403003

Dawn Bainbridge

[dawn.bainbridge@hlf.org.uk](mailto:dawn.bainbridge@hlf.org.uk)

07790 375433

CB1 Business Centre

20 Station Road

Cambridge CB1 2JD

[www.hlf.org.uk](http://www.hlf.org.uk)



STEPHANIE NORRIS

PARTNER  
PURCELL



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*

**Stephanie Norris**  
**Partner, Purcell**

# **‘Getting Building Work Done’**

**HRBA/Purcell event**  
**3<sup>rd</sup> October 2018**



PURCELL



# WHAT SHOULD YOUR INSPECTING ARCHITECT OFFER YOU?

- **Understanding of your building's history**
- **Sympathy with how you want to use it**
- **Track record of understanding building defects and managing repair programmes**
- **Knowledge of local consent process**
- **Knowledge of where to find specialist advice**
- **Knows when archaeological advice will be needed**









# CHOOSING AN ARCHITECT

**The right architect – what are you looking for?**

- **Core technical skills**
- **Trust and personality fit**

**Ask for advice**

- **DAC secretary or equivalent**
- **Neighbouring parishes**
- **Name of key person**

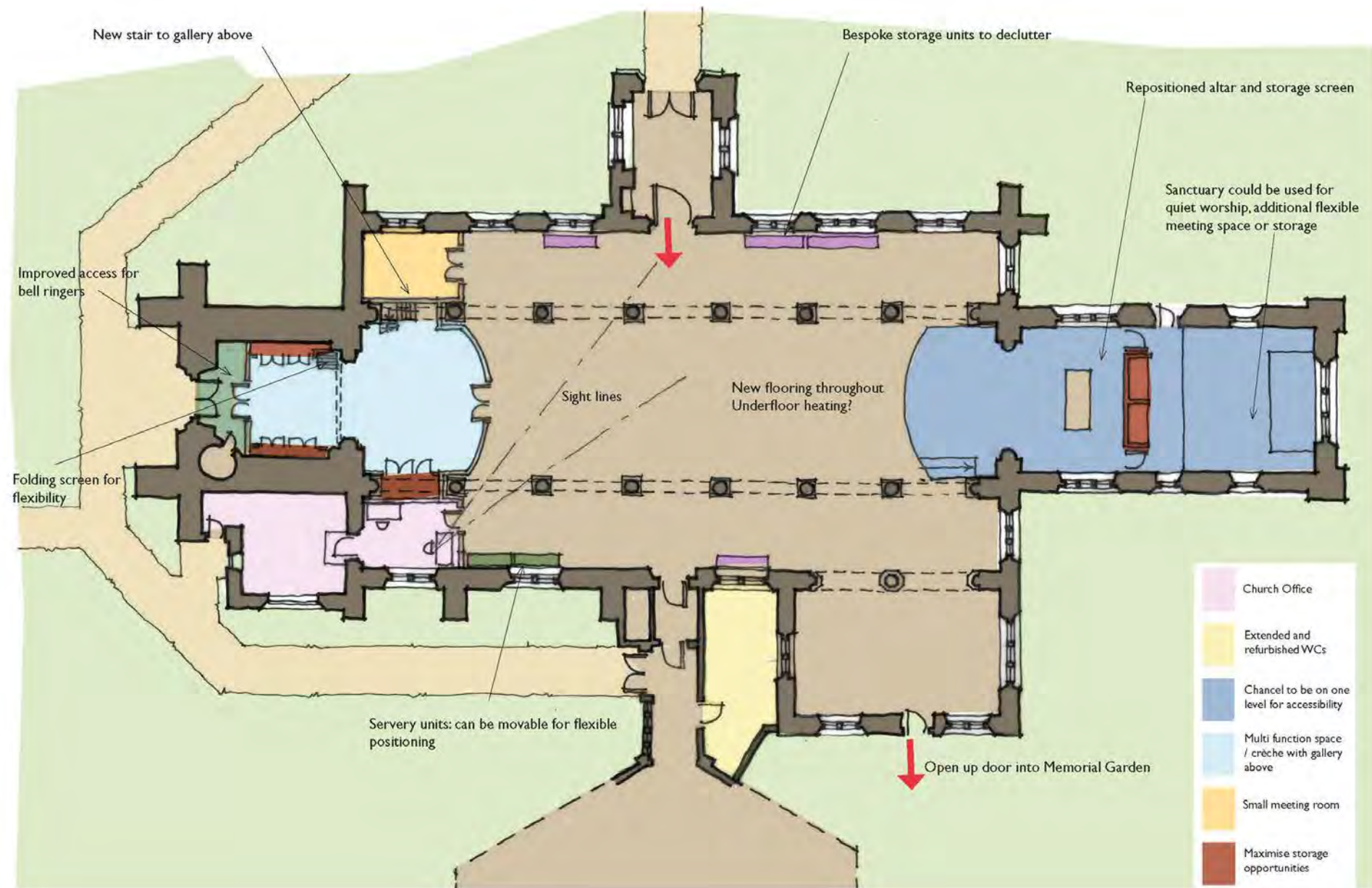
**Experience - look at work elsewhere**

- **Similar work**
- **Type of your project**

# CHOOSING AN ARCHITECT

## Shortlisting and interview

- **Technical and Design skills**
- **References and visits**
- **Size**
- **Availability**
- **Day to day contact**





# CHOOSING AN ARCHITECT

## Shortlisting and interview

- **Cost**

- Overall value not just lowest cost

- Fee for different parts of the service

- Lump sum vs percentage

- **Faith**

- Is it important for your project?

## The retired architect on the PCC

- **Best use of their skills**

# **BUILDING THE REST OF THE DESIGN TEAM**

## **CDM Principal Designer**

- **New CDM Regulations since 6<sup>th</sup> April 2015**
- **Deals with H&S compliance**

## **Quantity Surveyor**

- **Financial management**
- **Importance of an initial budget plan**
- **Full service**

# **BUILDING THE REST OF THE DESIGN TEAM**

## **Services Engineer**

- **Heating, Lighting, Ventilation**
- **Best to incorporate from Feasibility stage**

## **Structural Engineer**

- **Structural elements**
- **Sometimes underground drainage**
- **Either at early design stages or after Planning**

## **Building Inspector**

- **Local Authority vs Approved Inspector**



# WHO ELSE MAY NEED TO BE INVOLVED?

## Party Wall Surveyor

- Building close to a boundary
- Foundations within 3 metres

## Acoustic Engineer

- For new worship space
- Concern over noise pollution

## Audio Visual Engineer

- Is multi-media important?
- Basic AV can be through Services Engineer

# WHO ELSE MAY NEED TO BE INVOLVED?

## Lighting Designer

- Complex lighting controls
- Creating particular effects

## Kitchen Designer

- Café or commercial kitchen
- Environmental Health requirements

# THE RIBA STAGES : RIBA Plan of Work 2013 revision



**Important to understand how the stages fit together and typical timescales**



# **SO WHAT ARE THE STAGES?**

## **Stage 0 – Strategic Definition**

- **Deciding whether or not you have a project**
- **Feasibility study**

## **Stage 1 – Preparation and Brief**

- **Commissioning surveys**
- **Statement of Need**

## **Stage 2 – Concept Design**

- **Sketch proposals**
- **Preliminary budget estimate**

## **Stage 3 – Developed Design**

- **Formal applications to statutory authorities**

# **SO WHAT ARE THE STAGES?**

## **Stage 4 – Technical Design**

- **Coordination of design information**
- **Tendering**

## **Stage 5 – Construction**

- **Building the building!**

## **Stage 6 – Handover and Close Out**

- **Receiving the completed building**
- **Defects period**

## **Stage 7 – In Use**

- **Post-occupancy evaluation and reflection**

# COMMUNICATION, BRIEFING AND DECISION MAKING

## Communication

- **Single client project manager**
- **Easily contactable**
- **Sense of authority and lines of communication**
- **Demanding and important role**
- **Consultation and majority voice**

## Briefing

- **Clear and agreed**
- **Considered against your needs and aims**



# COMMUNICATION, BRIEFING AND DECISION MAKING

**When is it appropriate to have a paid Project Manager?**

- **Traditionally undertaken by architects**
- **Helps define success criteria and monitors risk and programme**
- **Good idea for certain size of project**
- **Key role between church community and Design Team**









# MANAGING THE CONSTRUCTION PROCESS

## Choosing the Right Builder

- Huge impact on quality of completed project and experience of getting there
- References from previous clients
- Ensure relevant experience
- Carry out financial checks

## Procurement and Tendering

- Traditional contracts
- Choosing builder earlier on:  
    ‘Design and Build’ vs ‘Two Stage Tendering’





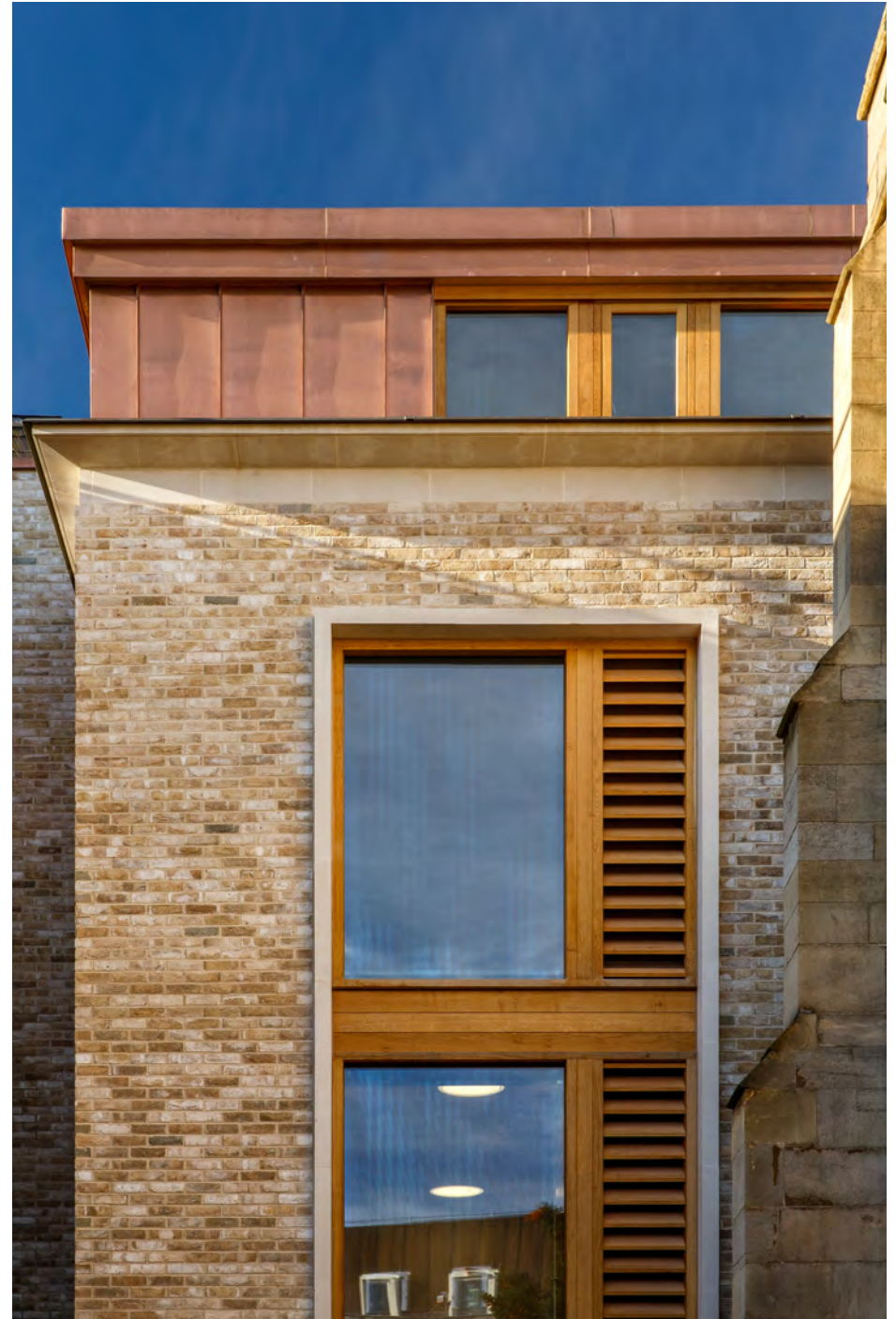




PURCELL



























# WORKING TOGETHER FOR A SUCCESSFUL OUTCOME

## Client Ownership

- Full engagement through all decision making

## Managing Design Change

- Sign off processes for each stage
- Understanding reasons for change and implications
- Clear communication
- Review and monitor budget and costs regularly
- Keep overall goals in mind

# **WORKING TOGETHER FOR A SUCCESSFUL OUTCOME**

## **Agreeing and maintaining a programme**

- **Stick to it**
- **To guide everyone**
- **To focus fundraising**
- **Establish a regular pattern of meetings**

## **Handover**

- **Celebrate and enjoy your vision!**









DR ANTHONY WHITE

ST MARY THE VIRGIN CHURCH,  
WOODDITTON



**Historic Religious  
Buildings Alliance**  
*a group within the Heritage Alliance*



"IT MAY SEEM A SMALL PROJECT  
TO YOU..."



St Mary the Virgin - Woodditton





Interior of church

# ABOUT WOODDITTON

- Population of civil parish 1,818 (2011)
  - 3m south of Newmarket
  - Grade 1, plague church, nearly 1 mile from existing village centre
  - Small congregation (12-15 on average Sunday)
  - Weekly services maintained with lay help
  - Open nave suitable for social events
  - But...
-



**The existing servery  
at the back of the north aisle**





The present toilet arrangement  
in the base of the tower

# A LONG GESTATION PERIOD AND TWO FALSE STARTS

- Millennium project – a grand village hall
- Glaze the tower, reinstate a floor (+ minstrels' gallery)



# RETHINK

- What do we want to achieve?
  - Let's look at other churches
  - Talk to people
    - Parishioners and villagers
    - DAC
    - Architect (feasibility)
  - Is what we want affordable?
  - Is it sustainable?
  - Can we avoid debt?
-

# RETHINK

- Are there other problems that we can address at the same time?
  - Disabled access
  - Damp in the tower





# FUNDING

- Make a start
- Electoral roll, parishioners, community
- Baptisms, weddings
- Local businesses
- Grants
- Contingency – (Initial £45,000 Actual £67,000)

# WHAT DID WE END UP WITH?



# WHAT DID WE END UP WITH?





# WHAT DID WE END UP WITH?



# WHAT HAVE WE GAINED?

- Good facilities
    - WC, Serverry
    - Damp solved
    - Disabled access improved
  - Expanded what we can offer
  - New 'Fresh Expression' - Brunch@11
-





# TAKE HOME POINTS

- Take your time – what do you really need?
  - Go and see
  - Ask for advice early on
  - What else can be addressed?
  - Affordable? (avoid future debt if possible)
  - Sustainable?
  - It will take longer and cost more than you think!
-