

# 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 working 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.

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## 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 establish the function first.
- Base the brief on what your consultation has told you – what is it people said they needed?
- 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 organisational comms 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)



# Crossing the Threshold



**CROSSING THE THRESHOLD**  
A community development approach to the use of church buildings

**THURSDAY 17TH OCTOBER 2013**  
St. John's Church in the Square, Wolverhampton  
10.30am arrivals and coffee for 11am start.  
The event will be followed by light lunch at 1pm

You are invited to attend the launch of the newly updated Crossing the Threshold toolkit. Over the past 10 years the Diocese of Hereford has established a recognised track record in developing and delivering sustainable community projects in church buildings. All that learning and good practice has been gathered together in a new and up to date toolkit to provide a step by step guide to developing a capital project, based on sound community development practice and stressing the importance of partnership working involving local people.

**SPEAKERS**

Welcome by **The Rt. Rev'd Alistair Magowan**, Bishop of Ludlow  
**Diana Evans**, Head of Places of Worship Advice, English Heritage  
**Wendy Coombey**, Community Partnership and Funding Officer, Diocese of Hereford  
**Becky Payne**, Development Officer for the Historic Religious Buildings Alliance (part of the Heritage Alliance)  
**Tim Bridges**, Church Buildings Support Officer, Diocese of Hereford

To book your place and for further information contact  
Joanne Gibbon on [j.gibbon@hereford.anglican.org](mailto:j.gibbon@hereford.anglican.org) or 01584 871089

 THE DIOCESE OF HEREFORD  
 ENGLISH HERITAGE

- Currently being updated in partnership HRBA>
- Incorporates the latest learning and practice for church building development.
- Up to date with known links and resources.
- Supported by The All Churches Trust.



- Questions?