



PROGRAMME

Thursday 9th June 2016

Hexham Abbey

Beaumont Street

Hexham

NE46 3NB

TIME

CURRENT PROGRAMME

09.30 am	Registration, refreshments
10.00 am	Welcome • Becky Payne and Canon Dr Dagmar Winter, Rector of Hexham Abbey
10.10 am	Before you begin, Care of Churches Secretary, Diocese of Durham • Bill Heslop
10.20 am	Defining the Project Vision and Planning and Organising for the Job Ahead • Revd Canon John Sadler
10.50 am	Inspired Futures – regenerating churches • Andrew Duff
11.00 am	Question and Answer session
11.15 am	Refreshment break
11.30 pm	First case study • St James and St Basil's Church, Fenham • Nicki Walter
11.50 am	Keeping everyone on board during a project and setting up longer-term projects • Wendy Coombey
12.20 pm	The Project Viability and Development Grants Pilot from the National Churches Trust • Nigel Mills
12.30 pm	Question and Answer session
12.45 pm	Lunch break • Lunchtime surgeries and tour of Hexham Abbey
1.50 pm	Second case study • St Michael and All Angels, Church Street, Bishop Middleham • Revd Michael Gobbett and Bill Armstrong
2.10 pm	Fundraising • Becky Burrows
2.40 pm	HLF Grants for places of worship • Steven Hughes
2.50 pm	Comfort break
3.05 pm	Getting building work done: working with your architect and building a church project team • Stephanie Norris
3.35 pm	Question and Answer session
3.55 pm	Third case study • Hexham Abbey • Chris Cotton
4.15 pm	Finish



Managing major building projects in *places of worship*

SPEAKER PROFILES

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BECKY PAYNE

Development Officer, Historic Religious Buildings Alliance

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

Speaker profile

Becky Payne was formerly an archaeologist, before spending 18 years with English Heritage followed by 7 years as 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 currently includes undertaking a 4-year HLF-funded research project evaluating the impact of the GPOW programme.



BILL HESLOP

Care of Churches Secretary, Diocese of Durham

Bill will talk about 'Getting Started', including:

1. Asking the right questions,
2. Working with partners, and
3. Following the faculty system.

Speaker profile

Bill is a native of the North East, who graduated from Durham University then studied at Newcastle Polytechnic. He has served on a PCC for forty three years and in almost every role, including ten years as churchwarden. Since 1980 he has worked for Durham Diocese, first as Houses Secretary, then since 2000 as Care of Churches Secretary.



REVD CANON JOHN SADLER

Development Coordinator, St Nicholas Cathedral, Newcastle

Before engaging with a project, there are particular questions that need to be answered. John will also discuss that if churches don't engage with them there is a greater likelihood of a proposed project failing. His presentation, therefore, will use practical examples to try and help churches address the following:

1. Where do you start?
2. How do you decide what to do?
3. Why do you want to do it?
4. Who wants to do it?
5. Who are you planning to do it for?
6. Who could you do it with?

Speaker profile

John Sadler was ordained nearly 40 years ago - starting off in the gin and jag belt of Chesterfield and then to one of Coventry's most deprived estates - before coming north to Elswick in Newcastle's west end a little over 30 years ago. Since then he's spent 4 years in an ecumenical church, 3 years as general manager of a struggling foundry - now a multi-million pound joint venture with a foundry in China - and finally 12 years in Byker, project managing a joint enterprise between St Silas and Byker Bridge Housing Association, as well as the new St Martin's Centre. He's now project coordinating the £4m development project at St Nicholas Cathedral.



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ANDREW DUFF

Inspired North East Development

The Inspired Futures Team, led by the Church of England Dioceses of Newcastle and Durham, has been granted £220k by the HLF to continue its work of working with and supporting places of worship in the North East. Six priority churches will be supported, a heritage trail will be created and twelve other churches will receive a helping hand while churches across the region will have the opportunity to take part in a training and skills programme.

<http://inspirednortheast.org.uk/page/about-inspired-north-east/inspired-futures/1055/>

Speaker profile

Andrew is a tourism and heritage project development consultant with over 30 years experience in tourism and heritage project planning at regional, national and international levels. His current role is as Development Officer (on a job-share) for Inspired North East, based within the Diocese of Newcastle. Inspired North East works with local churches to help them achieve a sustainable future for historic church buildings and to improve access, present their stories and welcome visitors. Andrew has advised many churches on repairs, development projects and heritage activities. He set up the 'Spirit in Stone' churches heritage project, produced a Visitor Welcome 'toolkit', and is now part of the 'Inspired Futures' regeneration project team.



WENDY COOMBEY

Community Partnership and Funding Officer, Diocese of Hereford

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

Speaker profile

Wendy supports parishes in project development particularly those which encourage the closer working of Church and community. This may involve improvement of facilities and services, and the wider use of church buildings. She researches and promotes funding opportunities to help support these projects. Wendy represents the Diocese at a strategic level and within local partnerships and speaks at national conferences. She advises on heritage projects, buildings repairs, and administers the Diocesan Partnership Fund.



NIGEL MILLS

Grants and Development Officer, National Churches Trust

Nigel will be giving an early glimpse of the National Churches Trust's new Project Viability and Development Grants Pilot. This programme only launched in June and aims to provide funding for Churches to diagnose problems, identify solutions and develop the detailed documents needed to access large scale funding.

Speaker profile

Nigel is a qualified solicitor who worked in private practice before moving to the Charity Sector where he has worked for the last 16 years. During this time he has gained considerable experience in project development and appraisal and grant assessment on a variety of programmes ranging from small community led initiatives to large scale capital build programmes to National Grant Programmes. Nigel joined the National Churches Trust in April 2016 as Grants and Development Officer – a role which will see him working closely with Local Church Trusts, Church bodies and other funders to provide much needed support and wrap around care for Churches.



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BECKY BURROWS

Senior Heritage Consultant, Purcell

Today, the bulk of our funding for major buildings projects comes from charitable grants. At a time when exciting new uses for Places of Worship are being developed, these schemes are often over-subscribed. To stand out in this competitive world you will need to be able to approach funders, justify your needs to them and prove you have the capacity to deliver the project.

This presentation will focus particularly on fundraising through grant-aid available nationally and locally to Places of Worship and the crucial role they can play as part of our fundraising strategy.

You will learn about:

- Why grants are an important form of funding for major building projects
- How to approach a fundraising strategy
- The types of grants available
- Practical tips for applying for grants
- How to support and justify your project with evidence
- Community Fundraising

Speaker profile

Becky Burrows is a Senior Heritage Consultant for Purcell architects based in York. She has been working for the past two years helping churches with HLF repair and interpretation grants and the Listed Places of Worship Roof Repair Fund. She is currently working with Historic England, the HLF and the Greater Churches Network on a national project to understand the distinctive challenges and characteristics of Major Parish Churches. Prior to this, Rebecca worked for the Diocese of Lincoln as the Historic Churches Support Officer; supporting parishes to identify funding resources, apply for grants and raise funds for urgent repairs. She also worked with parishes to produce statements of significance, conservation plans and community development plans. Her initial work on the Lincolnshire churches at risk register contributed to the foundation of Historic England's recently published national at risk register.

Previously, Becky has also worked for Historic England, carrying out financial assessments of the (now closed) Repair Grants for Places of Worship scheme.



STEVEN HUGHES

Grants/Development Officer, Heritage Lottery Fund North East

Steven will be talking about the Heritage Lottery Fund's Grants for Places of Worship programme. He will give an overview of the programme and the key requirements of an application.

Speaker profile

Steven has worked for the Heritage Lottery Fund in the North East for over 10 years. His current role is as a Grants & Development Officer; and he is the lead officer on the Grants for Places of Worship programme in the North East region.



STEPHANIE NORRIS

Partner, Architect at Purcell

Stephanie will be discussing 'Getting building work done: working with your architect and building a church project team' with Jane Kennedy. 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.



LEARNING POINTS

Thursday 9th June 2016

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POINTS TO REMEMBER

- Have a day together looking at the following questions:
 - What are we for?
 - What could we become?
 - What do we need to do to become it?
 - What gets in the way of becoming it?
- Understand and be comfortable with your starting point
- Think creatively and laterally.
- There's not only one option! Complete an options appraisal.
- Be open to opportunities.
- Be clear why you are doing it.
- Build up stakeholders and get as much ownership as possible.
- Be clear who your 'audience' is – and what your potential 'audience' could be.
- Don't be possessive! Work collaboratively and complementarily, and bring together a representative steering group.

Rev. Canon John Sadler

Development Coordinator, St Nicholas Cathedral, Newcastle

John will discuss what questions need to be answered in order to run a successful project. He will also show that if churches don't engage with them there is a greater likelihood of a proposed project failing. His presentation, therefore, will use practical examples to try and help churches.

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 actively involve your community as much as possible. Use whatever statistics are available to support your case - interrogate the local authority, use Church House, 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 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 any project that you have in place a secretary 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. 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 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 what their track record is in this before appointing them.

5. 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 enthusiasm and people whenever you can. Look to your wider community - who can help from behind 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. Don't let the Vicar 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, schools - get them embedded in the project right from the start - share resources, whether that's people, facilities, premises, skills and funds.

Wendy Coombey

Community Partnership and Funding Officer, Diocese of Hereford

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

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!!



LEARNING POINTS

Thursday 9th June 2016

Hexham Abbey

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NE46 3NB

7. LICENCES AND LEASES

If you are going to offer leased space to a tenant, remember this is a specialised area which 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 run. Don't be afraid to talk about money - get this right and it can ensure your sustainability.

8. COMMUNICATION

Communicate your project 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, websites, community meetings, piggy back on local events, talk to your parish council, tell people what you are doing and why.

Wendy Coombey
Continued

9. GOVERNANCE

There are various models of Governance and you need to give consideration to what structure suits your project best - talk to other projects, speak to your Diocesan legal advisor - consider the options carefully - if you get this wrong it can cause pain 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 have is perfectly adequate for what you want to do.

Establishing a fundraising Strategy

- Ensure you have a clear vision of the project and what outcomes you hope to achieve before you approach funders.
- Establish baselines in order to set out your goals and measure success in the future.
- Start big by deciding what you want, then boil this down to what you actually need.
- Be realistic about your goals and ensure you have the capacity to deliver the project.
- Choose a fundraising team that will have effective leadership and experienced supporters.
- Do the research; need should be based on an up-to-date understanding of your building and its users. This will produce robust costs and cash flows.
- Set aside a budget for publicity, events and application costs.
- Grants are beneficial as they allow places of worship to undertake substantial projects with public benefits when they might not be able to cover the costs themselves.
- Funders are increasing under pressure from high application numbers and budgetary restraints; you must be able to demonstrate your need over and above other projects.
- Grants can be a highly effective method of fundraising. Talk to neighbouring parishes about their experiences, understand the limitations and make use of their expertise.

Choosing the Funders to Approach

- The funders you approach will depend on your project. Priorities could be heritage, community use, religion, energy efficiency or a mix of these.
- Sources of funding include both national and local grant-givers.
- Grants can be supplemented by VAT grant scheme, loans from your governing body, local donations, planned giving and fundraising events.

Why Apply for a Charitable Grant -Aid?

- Grants are subsidies offered by trusts and foundations to help fund specific projects or activities based on a pre-determined set of priorities.

Becky Burrows

Heritage Consultant, Purcell

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- Practical tips for applying for grants
- How to support and justify your project with evidence



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Thursday 9th June 2016

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The Application Process

- Be clear about what you require funding for and state how this fits the criteria.
- Make initial telephone contact with funders to check eligibility or likelihood of success.
- Read the guidelines – do you meet their aims and objectives? Are you a priority? Can you fulfil the on-site or post-grant conditions?
- Larger funders may use an online application process and require you to submit documents electronically. Smaller funders may only request a letter and recent accounts.
- Filling in the application form – answer questions fully, address all the criteria, be factual rather than emotional.
- Costs should be educated estimates rather than guesses and should include large contingencies for rising prices and inflation to account for the project development phase.
- Check criteria! Check deadlines! Each funder will have different priorities and timescales.

Justifying Your Proposals

- Schemes are competitive and it is vital to be able to demonstrate your need for funding.
- Sell yourself - highlight the value of your project and the low risk it represents to funders.
- You must prove that you have the capacity and the capability to complete the project.
- Use specific examples to provide evidence for your claims. Provide facts, figures and specific details on who will benefit and how.
- Do not assume that funders are familiar with your church or are aware of your need.

Supporting Evidence

- Provide baseline data to demonstrate need and measure future success.
- Photographs, visitor numbers and professional reports are all useful evidence.
- Consult with the local community to demonstrate wider support for your project.
- Ensure your accounts and cash flow programmes are up-to-date and accurate.
- Reports such as statements of need or conservation plans are useful at this stage.

Top Tips

- Have a well-defined project with a clear set of aims and outcomes.
- Ensure you have the capacity to deliver the project, and can prove it.
- Engage stakeholders at an early stage; their support is vital and can be crucial evidence.
- Be explicit about the value for money and benefits that your project will bring – back these claims up with photographs, facts and figures.
- Be aware of the eligibility criteria, deadlines, supporting documents and obligations required by each grant-giver you plan to approach.
- Build on relationships within your community through local fundraising - it keeps them involved and informed.
- The key to a successful project is to integrate the needs of the community sensitively into your historic place of worship; creating a resource that will endure for generations.

Celebrating your Achievements

- Thank your supporters, thank your funders, thank your team!

Becky Burrows
Continued



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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!



ST JAMES' AND ST BASIL'S CHURCH, FENHAM • GRADE II • NICKI WALTER

Creating a new modern kitchen inside the main church building.

The parish church of St. James and St. Basil was built for the district of Fenham in Newcastle upon Tyne in 1927 – 31 by George Jack and Eric Edward Lofting. The grouped church, hall (also grade II), vicarage and garden were paid for by Sir James Knott, a wealthy ship owner and philanthropist, in memory of two of his sons killed in the war. Historian Neil Moat describes it as 'one of the most significant late arts and crafts churches in England'.

The PCC concluded in order to promote their vision of outreach and hospitality to the wider community a new kitchen should be installed with state of the art equipment. The design tucks the kitchen into the recess of an alcove in the side nave near the west entrance to the church. When not in use, the design is a discreet piece of furniture that respects, reflects and compliments the interior of the church whilst not denying its contemporary origin. When in use it creates an inviting environment with modern appliances that enables the church to serve hot drinks and food. Folding doors cover the entire front of the kitchen and wall units. The partition of these doors reflects the five-pronged stone feature of the alcove behind. The folding doors feature a Walnut timber frame, handles, fascias and a green/golden and patterned fabric for the lining of the door panels. The interior of the existing church is very much dominated by the use of stone and plaster for the structural elements and oak timber panelling for most of the infill elements.

The design was inspired by the use of fabric behind the altar, by the use of golden lettering throughout the church and by the treatment of the ceiling with a green/golden paint. The materials and colours of the panel doors introduced an element with such a warm and comforting effect in this, more sober part of the church. Upon opening, the kitchen reveals a seamless worktop and white panelled kitchen and wall units and appliances. Strip lighting located underneath the wall units lights the entire work surface.



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CASE STUDY

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ST MICHAEL AND ALL ANGELS, BISHOP MIDDLEHAM • GRADE II* • REVD MICHAEL GOBBETT AND BILL ARMSTRONG

St Michael's Church was built as a stone church, probably replacing a previous wooden structure, at the beginning of the 12th century when Rannulph Flambard was Bishop of Durham. It was extended during the 13th century and most of the existing building dates from that period. Externally the church has changed little over the centuries, but, like many older buildings, the interior has been refurbished on a number of occasions. Of particular note are the font made of Frosterley marble and a number of stained glass windows.

The aim of the project was to provide a new servery and wc providing much needed community facilities enabling the medieval Grade II* church to provide additional ecclesiastical and secular activities in a reordered west end. This required the removal of some of the box pews from the west end, relocating the medieval Frosterley marble font to a more prominent position at the main entrance. This freed up the west end space to provide a meeting area and children's play space.

Alongside is a disabled WC. A small open ceilinged vestry was also converted into an enclosed room and this provides a small intimate place for worship or meetings. Adjustments were made to the heating and the church now has a well lit and better heated amenity area for both its growing congregation and wider community.



The new servery now means they can more easily provide tea, coffees and light lunches. The creation of a mixed use space with a loo and a cup of tea now improves the welcome that the church can offer. The new space has already been used for the educational and play activities of the children and their parents at Messy Church. It has created a venue for music, recitals, lectures, meetings, food fairs, lunch club, harvest festival, bring and buy, even dancing! The people of St Michael's church not only have new facilities to increase their mission but also provide up to date and flexible facilities for the local and wider community





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CASE STUDY

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HEXHAM ABBEY, HEXHAM • GRADE I • CHRIS COTTON

BRIEF

Our brief for this Heritage Lottery Funded project was to provide accessible community and visitor facilities that would support the life and mission of the Abbey Church as well as the local community. This included new exhibition spaces, a new café restaurant with toilet and kitchens, two education rooms, three community events spaces, the largest accommodating 150 people and staff administrative offices.

CHALLENGES

The existing buildings had originally been founded as the Monastic Claustral ranges, but subsequently altered into domestic accommodation. On first appearance, they were a tangle of poorly connected rooms. Through a careful appraisal of the significances of internal walls and phases of the building, bold alterations were made that opened up the spaces to meet the new functions.

DESIGN SOLUTION

We created a new oak framed Cloister entrance that served both the Abbey and new buildings, connecting all under one roof. The interior of the former monastic buildings were radically altered to help clearly explain their significance as well as create large open spaces for community events of up to 150 people as well as a café restaurant for 75 diners. The project enabled us to bring back to life the Abbot's Lodge and entertainment suite that was completed at the dissolution.





RESOURCES

Thursday 9th June 2016

Hexham Abbey
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Managing major building projects in *places of worship*

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

DENOMINATION WEBSITES

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

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

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

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

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

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

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

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

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

http://www.baptist.org.uk/Groups/220864/The_Baptist_Union/Resource_Library/Free_Resources_and/BUC_Guidelines/BUC_Guidelines.aspx

The **United Reformed Church's** Plato Property Handbook which covers all issues to do with buildings.

<http://www.urc.org.uk/plato-property-handbook1/613-plato-property-handbook.html>

The **Quakers** have information on managing meeting houses and developing new building projects here <http://www.quaker.org.uk/property-matters>

OTHER SOURCES OF ADVICE

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

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

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

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

CCT have also produced a developing *Business Plan* toolkit which focusses on this crucial part of the process for achieving funding and ensuring long-term sustainability. It is illustrated with helpful hints and case studies from other community groups who have gone through the process.

<http://www.visitchurches.org.uk/regenerationtaskforce/Businessplantoolkit>

The **Arthur Rank Centre** (ARC) is an ecumenical Christian charity with the aim of resourcing rural churches of all denominations.

<http://www.arthurrankcentre.org.uk/home>



RESOURCES

Thursday 9th June 2016

Hexham Abbey
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NE46 3NB

Managing major building projects in *places of worship*

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

<http://www.arthurrankcentre.org.uk/publications-and-resources/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 has resources for churches that want to set up projects to tackle poverty. <http://www.cuf.org.uk/get-involved/act/resources>

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>

The **Faith Based Regeneration Network UK** (FbRN) is the leading national multi faith network for community development, regeneration and social action. There is guidance on every aspect of setting up and managing a community project and case studies.

<http://www.fbrn.org.uk/resources>
FbRN also produced an extremely useful toolkit *Tools for Regeneration – Practical Advice for Faith Communities*. <http://www.fbrn.org.uk/factsheets/tools-regeneration-practical-advice-faith-communities>

The **Churches Trust for Cumbria** offers case studies illustrating rural places of worship engaging with their communities in innovative ways. There is also guidance and other support to help churches of all denominations develop their own projects. <http://www.ctfc.org.uk>

MANAGING BUILDING PROJECTS WITHIN PLACES OF WORSHIP

The National Trust has a very useful section on their website on managing building projects

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

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

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



RESOURCES

Thursday 9th June 2016

Hexham Abbey
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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/>

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>

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

The **Royal Institute of British Architects** has a register of architects <http://www.architecture.com>

The **Council for British Archaeology** <http://www.new.archaeologyuk.org>

The **Ancient Monuments Society** <http://www.ancientmonumentssociety.org.uk>

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

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

The **Georgian Group**

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

The **Victorian Society**

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

The **Twentieth Century Society**

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

The Building Conservation

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

The Heritage Lottery Fund

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

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

[HowToApply/goodpractice/Pages/Goodpracticeguidance.aspx#U0abSvldURo](http://www.hlf.org.uk/HowToApply/goodpractice/Pages/Goodpracticeguidance.aspx#U0abSvldURo)

GUIDANCE ON COMMUNITY PROJECTS

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

One Church 100 Uses has a range of templates to help churches explore their potential as music venues, cafes and other uses. They can offer advice the on the facilitation, networking, fundraising and project management of church developments. <http://www.onechurch100uses.org/cms>

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



Managing major building projects in places of worship

RESOURCES

Thursday 9th June 2016

Hexham Abbey
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NE46 3NB

and Community Action) is the national voice of local support and development organisations and their directory will help you identify your local organisations. data.navca.org.uk/members/directory

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

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

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

Village SOS offer tools, support and expert guidance to help communities take a step towards starting their own community businesses/social enterprises and guide them through the journey from their initial idea to transforming the area. There is also an advice phone line. <http://www.villagesos.org.uk>

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

offer advice, support, and access to grant databases.

<http://www.acre.org.uk/about-rcan>

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

GUIDANCE ON FUNDING

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

Funding Sources – you will find information on other sources from websites listed above.

The Heritage Lottery Fund –

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

The Big Lottery Fund –

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

The National Churches Trust – <http://www.nationalchurchestrust.org/our-grants>

The All Churches Trust – <http://www.allchurches.co.uk>

The Church and Community Fund – <http://www.ccfund.org.uk>

Landfill Communities Fund – <http://www.entrust.org.uk/landfill-community-fund>

FUNDING GUIDANCE

Giving to Heritage is the Heritage Alliance's new training programme for fundraisers in the heritage sector. Aimed at any member of staff, volunteer, committee member or trustee, from a heritage or community group with responsibility for developing and delivering fundraising activities, it offers a series of workshops across the country. <http://www.theheritagealliance.org.uk/gth>

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

The Institute of Fundraising has produced a series of short videos providing a snapshot of the key principles of successful fundraising <http://www.institute-of-fundraising.org.uk/guidance/five-minute-fundraiser> <http://www.fbm.org.uk/reading/good-fundraising-guide-where-start>

The Near Neighbours Project (funded by **DCLG**) has produced a series of guidance notes on faith based fundraising <http://www.cuf.org.uk/near-neighbours/Resources>



The **Big Lottery** website also offers guidance <http://www.biglotteryfund.org.uk/funding>

The two main heritage focused **Funding Directories** are:

The Heritage Alliance Funding Directory

<http://www.theheritagealliance.org.uk/fundingdirectory>

The Architectural Heritage Fund

gives grants and loans <http://www.ahfund.org.uk> and also runs the Funds for Historic Buildings website <http://www.ffhb.org.uk>

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 <http://www.dsc.org.uk>, <http://www.trustfunding.org.uk> and <http://www.governmentfunding.org.uk>.

There is a registration fee for these, but your local authority or local library may be able to provide cheaper access.

PUBLICATIONS

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

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

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

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

5. *Ten Years on: a Review of Rural Churches in Community Service Programme* (2009), Susan Rowe. This can be downloaded from the Arthur Rank Centre website. http://www.arthurrankcentre.org.uk/images/stories/resources/Ten_Years_On.pdf

6. *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

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



Managing major building projects in *places of worship*

EVALUATION FORM

Thursday 9th June 2016

Hexham Abbey

Beaumont Street

Hexham

NE46 3NB

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

Not worth attending Excellent

1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐

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

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

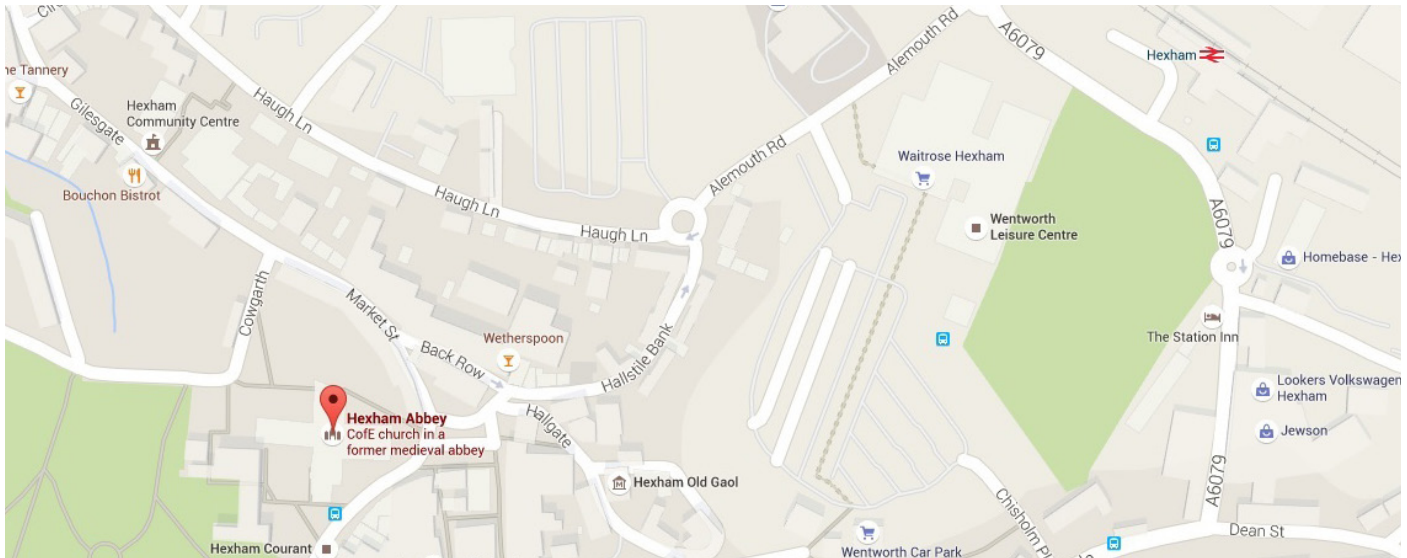
1

2

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

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

Name Contact



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Train Station
 Hexham
 10 minute walk

Car Parking

The closest parking facilities are a 10 minute walk away at Hexham Train Station.

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

