



Managing major building projects in *places of worship*

PROGRAMME

25th June 2015

St Mary's Church
Bramall Lane
Sheffield S2 4QZ

TIME

CURRENT PROGRAMME

9.30 am	Registration, refreshments
10.00 am	Welcome • Becky Payne and Revd Canon Julian Sullivan , Vicar of St Mary's, Bramhall Lane
10.10 am	Before you begin, DAC Secretary, Diocese of Sheffield • Dr Julie Banham
10.30 am	What is involved in a successful project? • Becky Payne
10.35 am	Vision Building: Motivating a Community to Change • Rt Rev Dr Tim Ellis
11.00 am	Question and Answer session
11.15 am	Refreshment break
11.30 pm	Case Study • St Giles, Pontefract • Revd Canon Robert Cooper
11.50 am	Keeping everyone on board during a project and setting up longer-term structures • Wendy Coombey , Diocese of Hereford
12.30 pm	Question and Answer session
12.45 pm	Lunch break • Lunchtime surgeries.
1.30 pm	Drone Demonstration • Overdrones
1.50 pm	Case study • St Andrew, Epworth • Melvyn Rose
2.10 pm	Fundraising • Becky Burrows
2.40 pm	Grants for places of worship • Louise Clare , Heritage Lottery Fund , Yorkshire Officer
2.50 pm	Comfort break
3.05 pm	Working with your Architect and building a church project team • Stephanie Norris
3.35pm	Question and Answer session
3.55pm	Case study: St Margaret's, Swinton • Revd Canon Chris Barley
4.10 pm	General discussion
	Finish: Tea and cake



Managing major building projects in places of worship

SPEAKER PROGRAMME

25th June 2015

St Mary's Church
Bramall Lane
Sheffield S2 4QZ



TREVOR COOPER

Chair, Historic Religious Buildings Alliance

As an introduction to the day, Trevor's presentation will summarise the most important factors which are key to developing and completing a successful building project.

Speaker profile

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



DR JULIE BANHAM

DAC Secretary, Diocese of Sheffield

Clergy and lay members of the Diocese of Sheffield have recently returned from a 3-day conference focusing on discipleship. In October, many will attend the annual Diocesan Development Day where the theme will be 'Communication'. Often overlooked or seen as a burden, the appearance, organisation and facilities of church buildings should be natural parts of our discipleship and communication strategies. Julie will briefly outline the need to understand the interlinked and evolving histories of church and parish so that the best of the past can be used to inspire, inform, and engage with modern needs. Key to allowing change is a need to work with faculty jurisdiction.

Speaker profile

Julie Banham is Secretary to the Sheffield Diocesan Advisory Committee, a trustee of the Sheffield Church Burgesses Trust and of the National Churches Trust. A former restorer of antique furniture, Associate Lecturer with the Open University and tutor with many other adult education providers, Julie's research interests have explored how societies used the material and spatial culture of public and private spaces to reflect and mark out their identity. Her interests now lie in helping congregations explore the heritage of their buildings, how they have served and been shaped by their communities over time and what can be done to ensure that churches remain vital, dynamic and valued elements of local life.



RT REVD DR TIM ELLIS

"Vision Building : Motivating a Community to Change"

Using the theme of Abraham's four altars, Tim will explore the theological aspects of developing and enhancing the Church's built resource, and the mission imperatives which lie behind church re-ordering. His concern will be to examine how our buildings can better serve our ministry to all people. expertise, and the result is bound to influence the way they approach and manage the project.

Speaker profile

Tim worked mainly in urban areas, until becoming an archdeacon in Lincolnshire, and subsequently Bishop of Grantham. As such he understands the problem encountered by both highly urban and deeply rural church communities. Throughout his ministry he has served on three Diocesan Advisory Committees, being Secretary and the Chair of Sheffield DAC for over 13 years. Currently he is a member of the Fabric Advisory Committees of York Minster and Sheffield Cathedral. He was for 10 years the vice-chair of the national Council for the Care of Churches.



Managing major building projects in *places of worship*

SPEAKERS PROFILE

25th June 2015

St Mary's Church
Bramall Lane
Sheffield S2 4QZ



BECKY BURROWS

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

Speaker profile

Rebecca Burrows is a Heritage Consultant for Purcell architects based in York. She has been working for the past year helping churches with HLF repair and interpretation grants and the Listed Places of Worship Roof Repair Fund. She has been recently working with a local parish church to produce a conservation plan, which is being used to inform discussions on the future development of their historic building.

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



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.



Managing major building projects in *places of worship*

SPEAKERS PROFILE

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ



STEPHANIE NORRIS

Partner, Architect at Purcell

Stephanie will be discussing 'Getting building work done'. 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

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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.

6. BUSINESS PLANNING

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

7. LICENCES AND LEASES

If you are going to offer leased space to a tenant, remember this is a specialised area 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.

Wendy Coombey

Community Partnership and Funding Officer, Diocese of Hereford

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.

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.

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.



Managing major building projects in *places of worship*

LEARNING POINTS

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

Abraham builds four altars

Buildings 'earth' our faith, which is incarnational

Buildings point to realities beyond this world's

Buildings demonstrate the Church's commitment to a community

Humanity 'locates' its beliefs in holy places

The altar of 'openness'

Parish Churches

A commitment to all the people of a community

giving up the things in the past which hold back our mission

Community Audit and Feasibility Studies

Testing and proving the need for building change and the shape it needs to take

The altar of the House of God

Wider and more creative use of church buildings

Partnership working

The possibility of Trusts

How can our buildings show a lack of promise?

Serious houses on serious Earth

The ministry of welcome

The altar of fellowship with

humanity Places of pilgrimage

Our buildings are often under-used

Involvement of the whole community in change

The downward spiral of decline

Intervention in the 'vicious circle'

The altar of sacrifice

Sacred space

Theological underpinning on building change

The building must 'speak' of its central purpose: worship

The numinous

Places of retreat

The necessary things to have in place

Envisioning-research

Identify the key players

Exciting the community

Understanding the building

Rt Revd Dr Tim Ellis

Independent Fundraiser

Using the theme of Abraham's four altars, Tim will explore the theological aspects of developing and enhancing the Church's built resource, and the mission imperatives which lie behind church re-ordering. His concern will be to examine how our buildings can better serve our ministry to all people.



Managing major building projects in *places of worship*

LEARNING POINTS

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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.

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.
- 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.

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.

Becky Burrows

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



Managing major building projects in *places of worship*

LEARNING POINTS

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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.
- 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 (cont)

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



Managing major building projects in *places of worship*

LEARNING POINTS

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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 fit 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. Is it important to deal with someone who shares your faith?

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 CDM, Principal Designer, Co-ordinator, 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 take place?

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

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

Stephanie Norris Architect, Purcell

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

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

6. MANAGING THE CONSTRUCTION PROCESS

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

7. KEEPING THE TEAM WORKING TOGETHER FOR A SUCCESSFUL OUTCOME

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



Managing major building projects in *places of worship*

LEARNING POINTS

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

FEASIBLE

- The need to carry out your proposals can be clearly demonstrated
- Beneficiaries can be clearly identified and will include church and non-church activities and groups
- How the proposals will enhance existing activities and enable new ones to take place can be readily demonstrated
- The proposals are grounded in reality and widely supported by the PCC, church body, and congregation
- There are external stake-holders who support your aims in practical ways
- Alterations are premised upon growth and not the management of decline or making the clubhouse more comfortable
- Amenity bodies have been consulted and their views taken into account.
- Your ecclesiastical exemption body has given approval
- Local authority planning permission is in place if required.

SUSTAINABLE

- Broad sector of the local community has 'bought into' the development and is willing to offer support.
- Running and maintenance costs will be manageable or even reduced.
- Facilities will be environmentally friendly.
- The church building will be open more often to more users.
- Will income generation be required to maintain and operate the facilities?
- Consider booking systems, access, key-holders, risk assessment, security, insurance and overhead costs.
- Who will be responsible for the running, maintenance and management?
- Is the design future proofed? Will it permit a change of use if the anticipated users fall away?

Julie Banham

DAC Secretary, Sheffield

Julie Banham is Secretary to the Sheffield Diocesan Advisory Committee, a trustee of the Sheffield Church Burgesses Trust and of the National Churches Trust. A former restorer of antique furniture, Associate Lecturer with the Open University and tutor with many other adult education providers, Julie's research interests have explored how societies used the material and spatial culture of public and private spaces to reflect and mark out their identity. Her interests now lie in helping congregations explore the heritage of their buildings, how they have served and been shaped by their communities over time and what can be done to ensure that churches remain vital, dynamic and valued elements of local life.

ACHIEVABLE

- The scheme is affordable and realistic both to build and to manage in the long term.
- Full use is made of the existing building with additions considered only when all other options are exhausted.
- The benefits of the scheme can be demonstrated to potential funders and external agencies.
- It can be demonstrated how the proposals will have enhanced and help grow existing activities.
- If necessary, the scheme can be divided into manageable phases each of which offers a sense of achievement.



Managing major building projects in *places of worship*

CASE STUDY

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ



THE PARISH CHURCH OF ST GILES, PONTEFRACT • GRADE II • REVD CANNON COOPER

St Giles is a II* listed parish church in the historic market town of Pontefract. Built, as are many churches of ancient foundation, in a series of styles including the footings of a saxon tower, 14th century northern arcade, Georgian core, Victorian sanctuary and Stone Age facilities!

Having made the church watertight at The Millenium, it took ten years and a change of vicar to come up with the vision to develop the building. The church needed to become the church of and for the community and a vision of "Church without walls" grew from consultation with church members, community groups and potential users.

An initial £30k idea which included a new toilet and a plasterboard room at the west end turned into a £1m project!

The church has been transformed from a cluttered, dark, unwelcoming, resource-less and inflexible single use building, open for a few hours a week, into a flexible, light, welcoming space which is used seven days a week.



The ideas included in the building were to incorporate the best of the ancient features and use up to date modern architectural detailing. There was also an explicit theology behind the project, a Benedictine ideal of life rooted in the Gospel and grounded in the scriptural principles of charity, simplicity and faithfulness.



What now stands in Pontefract is a church which has rooms to let and provide income, as well as which facilitate our own discipleship; we have a café which provides income but at the same time witnesses to the Gospel; and a worship space with a stone altar at the heart of everything, but with the flexibility to host international concert events.



Managing major building projects in *places of worship*

CASE STUDY

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ



ST ANDREW'S CHURCH, EPWORTH
NORTH LINCOLNSHIRE • GRADE I •
MELVYN ROSE

St Andrew's is a Grade 1 listed building which has strong connections with the Wesley Family, the founders of Methodism. The site of the Mowbray Manor House is adjacent to the church. William de Mowbray who died at this house was one of the barons who sealed the Magna Carta.

Fifteen years ago the church building was in a very poor state of repair with leaking roofs, eroding masonry, surface water drainage problems and a nave floor which was not breathing correctly. Work to the value of £750,000 was subsequently undertaken and was significantly funded by English Heritage.

After four successful phases of restoration works the inside of the church still left much to be desired. The heating system had to be abandoned due to gas leaks, the electrical installation was time expired and the requisite facilities to enable community use were inadequate. Approaches were made to the Heritage Lottery Fund along with other funders to kick start the project 'Conserving and Sharing St Andrew's Church'. The PCC were successful in obtaining a grant from the Heritage Lottery Fund of £457,500 and along with funding from other sources a project to the value of £850,000 was achieved.



The fifth phase included a new floor with underfloor heating, new electrical installation, introduction of a sound system and extensive furnishings in oak. New facilities include kitchen, toilets, ringers' gallery and interpretation of the heritage.

A concluding phase is now in hand which includes work on the bells and organ. Once again the Heritage Lottery fund have been generous in their funding.

An extensive range of restoration photographs can be seen on the website www.standrews-epworth.co.uk. Further information can be obtained from enquiries@standrews-epworth.co.uk.





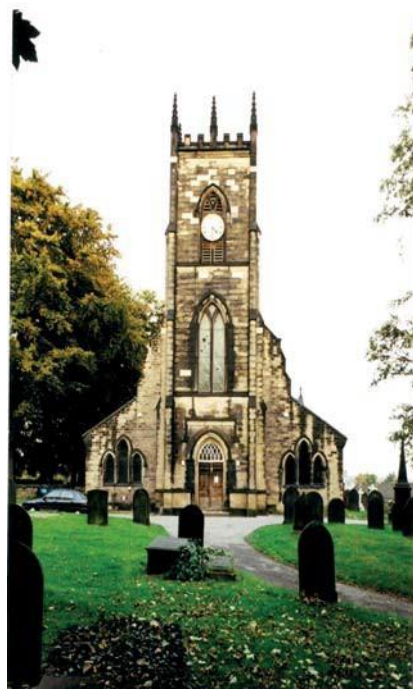
Managing major building projects in *places of worship*

CASE STUDY

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

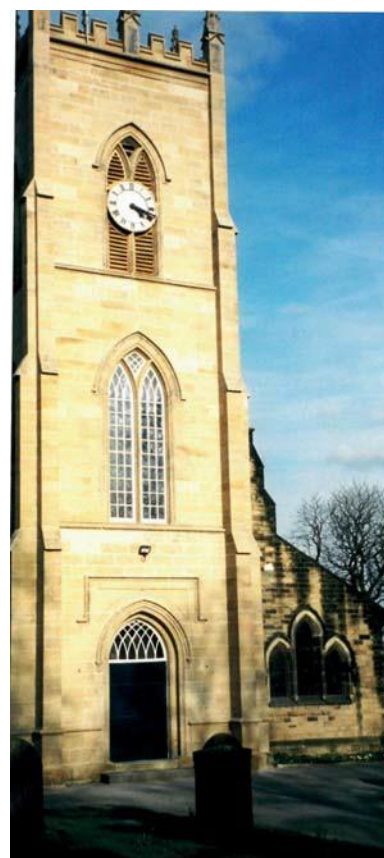


ST MARGARETS, SWINTON • GRADE II • **REVD CHRIS BARLEY**

There has been a church in Swinton since the middle of the 12th century. The Norman chapel was demolished in 1816 and a new church built; unfortunately in 1897 this church was destroyed by fire - the only part to survive the fire was the church tower.

The people of Swinton started to raise money and another church was built on to the existing tower. By the year 2001 the church was in need of major repair and re-ordering. Serious thought was given to how we could make St Margaret's Church a building that could not only be a place of worship, but a place for the community to use and enjoy. In order to achieve this vision, we needed to raise £345,000.00.

The money raised was used to repair the tower and create a welcoming entrance to the church, toilet and kitchen facilities were installed including a disabled toilet, reorder the chancel and the Lady Chapel and also improve the lighting and heating. These changes have helped to create a church that is used and loved by the people of Swinton.





Managing major building projects in places of worship

RESOURCES

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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>

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>



Managing major building projects in *places of worship*

RESOURCES

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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>

ADVICE ON HERITAGE

English Heritage 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 <http://www.english-heritage.org.uk/caring/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.ancientmonumentsociety.org.uk>

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

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

The **Georgian Group**

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

The **Victorian Society**

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

The **Twentieth Century Society**

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

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

The **Heritage Lottery Fund**

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



Managing major building projects in *places of worship*

RESOURCES

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

<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

The **Diocese of Manchester** has produced a booklet, Using and Managing your Community Space Effectively which gives examples of church hall/community space letting agreements, a simple constitution, and other information to assist you with hiring out your church facilities. <http://www.manchester.anglican.org/upload/userfiles/file/pdf/Church%20&%20Society/Using%20your%20Church%20Hall%281%29.pdf>

Living Stones is an independent charity providing an impartial approach to meeting the needs of churches in transition and guiding them through a process of change. They help churches to reconnect with the community around them,

and to find a renewed gospel purpose. <http://www.living-stones.org.uk/>

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



Managing major building projects in *places of worship*

RESOURCES

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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 Listed Places of Worship Roof Repair Fund

<http://www.lpowroof.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.fbrn.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 (HowToBooks, 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)



Managing major building projects in *places of worship*

RESOURCES

25th June 2015

St Mary's Church

Bramall Lane
Sheffield S2 4QZ

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



Managing major
building projects in
places of worship

PROGRAMME

25th June 2015

St Mary's Church

Bramall Lane

Sheffield S2 4QZ