



Managing major  
building projects in  
*places of worship*

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Buildings Alliance  
*a group within the Heritage Alliance*



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Managing Major Buildings

The Parish Church of St Giles, Pontefract



Before



After



# THE CHURCH

- On this site since The Domesday Book
- Heart of the Market Place
- The Building - II\* listed
  - 14<sup>th</sup> Century arcades
  - Georgian Box
  - Victorian Aisles, Victorian Sanctuary
- GREAT LOCATION ,TERRIBLE FACILITIES !
- 22 year incumbency – many attempts but no real successes



What did we achieve ?

# THE EMBRYONIC PROJECT

- VISION LED
  - “Church without Walls”
- THEOLOGY - laborare est orare

# THE PROJECT DEVELOPS

- BEAUTY PARADE
- INITIAL PLANS  
Consult PCC, Congregation, Community
- CONSULTATION IS A TWO WAY PROCESS
  - Sell the vision
- CHURCH AND CENTRE – what did we do
  - Three groups , Funding , Building , and .....

PRAYER

# THE PROJECT REFINES

- Informal visit from DAC
- Modify plans
- Formal visit from DAC
- Initial costings

# THE PROJECT COSTS

- THERE'S NOWT FOR FREE – prepare for a shock
  - Sit down once you've got the initial cost
  - you'll need to !!!!
- Don't change the project to chase the funding
- Define the project THEN look for funding
- Tenders



# THE PROJECT FUNDING

## The Good and Bad

- Went Down “History Route” – BAD
- Went Down “Community Route” – GOOD
- On consultation evidence needed .....  
Employment advice , Health issues,  
Mental Health, Homeless

# THE PROJECT FUNDING

## The Good and Bad

- So funders were found who supported .....
  - Employment, Health issues, Mental Health, The Homeless.

Don't go to the Vegetarian Society if you're a butcher !!

- Formed Partnerships with funders
  - Big Lottery, CRT, Biffa, WREN, Yorkshire Forward

**BUT!!!!!!!** .....

**Be careful until the money is banked!!!**

# THE PROJECT FUNDING

## The Good and Bad

- Don't forget the Parish !!!!
- Gift days AND fund raisers
- Use community good will (Chairs)
- Expect the unexpected .....Both ways
  
- TOTAL cost of the project .....£1.3 Million
- TOTAL raised .....£1.3 Million

# THE BUILD

- Like The Windmill – We Never Close
- Constant Meetings
- Prepare for Change
- Blitz Spirit
- Sermon on liminality
- Open Days
- Bishops' visits
- Press releases (e.g. Civil War)

# THE PROJECT PERSONNEL

## Perichoresis or Passage of Arms?

- Each individual and yet as one
  - Architect, Chairs, DAC/Archdeacon, Project Manager, Vicar, Community, Congregation ect
  - PT Barnum
- Our answers –
  - Communication, communication, communication

NOT ONE PERSON LEFT THE CHURCH- IN FACT IT

**GREW**

# THE RESULTS

- A Growing Church
- A Beautiful and Flexible Space
- A Source of Income
- Visitor Numbers up from
  - 250 per week to 1000 per week
- Building for all
  - A “Church Without Walls”

# LEARNING POINTS

- PREPARE FOR ANYTHING

- Donald Rumsfeld

- Reports that say that something hasn't happened are always interesting to me , because as we know, there are known and knowns; there are things we know we know. We also know there are unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns – the ones we don't know we don't know. And if one looks throughout history of our country and other free countries, it is the latter category that tend to be difficult ones.

# LEARNING POINTS

- EVERYTHING TAKES LONGER THAN EXPECTED
  - Robert Kiyosaki
    - If you are the kind of person who is waiting for the “right” thing to happen, you might wait a long time. It’s like waiting for all the traffic lights to be green for five miles before starting the trip.



# LEARNING POINTS

- THE DAC .....well what can I say!!
  - Allan Sherman
    - They sit there in committees day after day. And they each put in a colour and it comes out grey. And we all have heard the saying, which is true as well as witty, That a camel is a horse that was designed by a committee

# LEARNING POINTS

- COMMUNICATION IS THE KEY
  - Kate Sjostrand
    - An ambiguous entity that typically occupies the upper floors of a buildings belonging to corporations, management creates policies, procedures, and various directives designed to stagnate a workforce's creativity while simultaneously providing obstacles to the accomplishment of work

# LEARNING POINTS

## PRAYER IS ALL

- Arthur Pink
  - Prayer is not so much an act as it is an attitude -- an attitude of dependency, dependency upon God



QUESTIONS