



Managing major building projects in *places of worship*

PROGRAMME

Thursday 21st November 2019
Holy Trinity Church
Boar Lane
Leeds
LS1 6HW

TIME

CURRENT PROGRAMME

09.30 am	Registration, refreshments
10.00 am	Welcome • Becky Payne and Canon Sam Corley , Rector at Holy Trinity
10.10 am	Before you begin • Lisa McIntyre , DAC Secretary, Diocese of Leeds
10.20 am	Defining the Project Vision • The Ven Paul Ayers , Archdeacon of Leeds
10.45 am	Question and Answer session
11.00 am	Refreshment break
11.15 am	Fewston St Michael and St Lawrence • Stephen Calvert (architect) and Ann Johnson (church member)
11.35 am	Keeping everyone on board during a project and setting up longer-term projects • Wendy Coombey
12.05 pm	The Crossing the Threshold Toolkit • Becky Payne
12.15 pm	Grants from the National Churches Trust • Nigel Mills
12.30 pm	Question and Answer session
12.40 pm	Lunch break • Lunchtime surgeries
01.45 pm	Second case study • St James, Wetherby • Robert Haskins (church member)
02.05 pm	Fundraising • Becky Nicholson , Stewardship, Diocese of Leeds
02.30 pm	NLHF Grants for places of worship • a video will be shown
02.55 pm	Comfort break
03.10 pm	Getting building work done: working with your architect and building a church project team • Chris Cotton , Partner, Purcell
03.40 pm	Question and Answer session
03.55 pm	Third case study • Holy Trinity, Boar Lane, Leeds • Canon Sam Corley (Rector)
04.20 pm	Finish



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SPEAKER PROFILES

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BECKY PAYNE

Director of Development, Historic Religious Buildings Alliance and Freelance Consultant

Becky will be providing a short introduction to the **Crossing the Threshold Toolkit**: a step-by-step guide to developing your place of worship for wider community use and managing a successful building project which can be downloaded for FREE from

<https://www.hereford.anglican.org/Crossingthethresholdtoolkit/>

Speaker profile

Between 2003 and 2010, she was 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 has included producing guidance and resources, undertaking research, evaluation of national church initiatives, acting as consultant on other research projects and working with individual churches to develop their own



LISA MCINTYRE

DAC Secretary, Diocese of Leeds

Lisa will speak about the benefits of engaging with the DAC (or equivalent for other denominations) at an early stage when embarking on a major building project. She will summarise the processes for applying for permission for works – including some of the key documents required, seeking pre-application advice, and approaching external statutory consultees.

Speaker profile

Lisa McIntyre is the Team Leader for the Church Buildings and Pastoral Boundaries Department at the Anglican Diocese of Leeds. As part of this role, she is Secretary to the Diocesan Advisory Committee, assisting parishes in securing faculties and providing general advice on church buildings and churchyards.

Immediately prior to joining the Diocese of Leeds, she worked for the Church Buildings Council, the statutory body with a remit for forming policy and advising on church buildings at a national level. She has also worked as a heritage consultant in the private sector and is an accredited member of the Institute for Historic Building Conservation.



THE VEN PAUL AYERS

Archdeacon of Leeds

How to go about re-ordering a building, not the architectural but the pastoral, spiritual and missional aspects.

Speaker profile

Born and brought up in Bradford, trained at Oxford and Bristol, parish priest for thirty years in Bradford and Leeds, Archdeacon of Leeds since 2017



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WENDY COOMBAY, MBE

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 has worked for the Diocese of Hereford for 16 years. Coming from a Community Development and Regeneration background, she supports parishes in project development particularly those which encourage the closer working between church and community and to develop projects based on community needs. She supports an asset based approach, where church congregations can use the skills and knowledge of the whole community, particularly on projects to improve facilities within church buildings to encourage new activities and services. She researches and promotes funding opportunities to help support these projects. Wendy is an elected member of the Church Buildings Council and represents the Diocese at a strategic level within local partnerships.



NIGEL MILLS

Church Support Officer, National Churches Trust

Nigel will explain the grant programmes currently available through the National Churches Trust and reflect on what makes a good grant application. In addition, he will provide an overview of the other support available to church buildings from NCT.

Speaker profile

Nigel is a qualified solicitor who worked in private practice for 6 years before working in the charity sector for 16 years. He has gained considerable knowledge and experience in bid writing, project appraisal and grant assessment on a variety of grant programmes ranging from small community led initiatives to large scale capital build programmes to national grant programmes such as Comic Relief and the Big Lottery. He has considerable experience in partnership building, project development and devising processes to measure and capture impact.

Nigel joined the National Churches Trust in April 2016. His role involves assessing grant applications as well as working closely with local churches trusts, church bodies and other funders to provide much needed support and wrap around care for churches. His area of focus is the North of England, Scotland and Northern Ireland.



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BECKY NICHOLSON

Stewardship, Diocese of Leeds

Capital fundraising projects require careful planning. Becky will talk about the stages of fundraising for a major capital project, from the planning phase, through the private, public and completion phases. Writing clear tactical plans, a strong case for support and great grant applications are also crucial for a successful fundraising campaign and guidance will be given.

Speaker profile

Becky Nicholson is the Lead Stewardship Officer at the Diocese of Leeds and previously worked as a Regional Fundraiser at Martin House Children's Hospice where she completed the Diploma from the Institute of Fundraising. Becky began her working career at a training establishment in the army and later on as a primary school teacher in York. She has also business experience having established a tuition company for children in York in 2015.

Having joined The Diocese of Leeds in March 2019, Becky has planned a Stewardship and Income Generation Strategy that aims to help parishes to achieve financial stability and growth. Now 4 months old, the fundraising ideas and training sessions from the strategy have been positively received by parishes and early signs of success are emerging.



CHRIS COTTON RIBA AABC

Conservation Architect, Purcell York

Chris will be discussing 'getting building work done; working with your architect and building a project team.' He will explain the step by step process of developing your project from its initial inception and strategic brief, into the design phase, the approvals processes, technical and pricing documents and implementation on site. The talk will be illustrated with project examples from Chris's portfolio of work. Chris will discuss the keys to good project planning and management, clear communication and briefing at each work stage, controlling project cost and timescales and scope.

Speaker profile

Chris has specialised as a design and conservation architect over the past 25 years in the development of major projects in cathedrals and parish churches. He is appointed as Cathedral Architect, Durham and Inspecting Architect for Hexham Abbey. He has also led major projects at St Pauls Cathedral London and Wells Cathedral. Chris is a creative designer who has led many inspiring development projects. He and his team are adept at leading the construction team and supporting clients through the complexities and work stages of building projects, both conservation and development.



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- How to collaborate with congregation, diocese, professionals and amenity societies.
- How to establish needs.
- How to manage expectations.
- How to handle the twin poles of faith and realism - the 'spiritual' and 'technical' polarities described in *Natural Church Development*

- How to work with people through change
- How to enjoy the benefits for worship and evangelism.

The Ven Paul Ayers
Archdeacon of Leeds

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 involve your community as much as possible, and actively involve them. Use whatever statistics are available to support your case - interrogate the local authority and use any national statistics available 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 that they 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 have a secretary in place 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. 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, enthusiastic people whenever you can. Look to your wider community - who can help from beyond 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. The vicar can't 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, and schools - get them embedded in the project right from the start - share resources, whether that's people, facilities, premises, skills and funds.

5. 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 a 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 about their track record before appointing them.

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 that 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 wrong. 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

8. COMMUNICATION

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, web sites, 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 difficulties and expense in the long run. Do you need a separate group to develop a new project? What is your project structure? Who reports to whom? What is the pattern and regularity of communication? 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 already have is perfectly adequate for what you want to do. Take advice from your Registrar, or Diocesan Legal Advisor, if you feel this is needed.

10. TALK TO OTHER SIMILAR PROJECTS & LEARN FROM THEM

Ask them how they did their project and what would they do differently?
Evaluate this as you go along.



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Fundraising for major projects is not simply 'fundraising'!

Major project fundraising is a co-ordinated, institutional effort that requires commitment and participation from every part of the organisation - the PCC, administrators, staff, volunteers, community, clergy and senior clergy. It also has a defined goal with a clear beginning and end to reach financial and programme targets.

A major project increases the organisation's assets and makes it grow quickly and dramatically, lifting the organisation to a higher level of performance. It is about change, increased effectiveness and the achievement of a bold vision of the organisation's future.

The five stages of major project fundraising

Key to success when raising many thousands of pounds for a major project is dividing your time up into 5 phases. Much of the time is dedicated to careful planning and fundraising quietly behind the scenes before engaging the wider community.

STAGE 1

The Feasibility Phase

This is the stage where checks are made about the feasibility of the project and evidence collected to show there is a need. During this time you will be holding conversations with the Archdeacon, the DAC, surveyors, architects and all parishioners and stakeholders in the project. You might be compiling evidence and statistics, conducting interviews and holding focus groups to make sure your project fulfils a need and that full consultation has taken place.

STAGE 2

The Preparatory Phase

This is the part of the planning where you can draw up a gift table to show where you hope to get your money and write a strategy and tactical plans for how you plan to get it! A strategy will also need a strong case for support or case statement and during this phase you should take the time to write a compelling statement that will make people really want to give to your cause.

STAGE 3

The Private Phase

The private phase is where fundraising is conducted quietly without the fanfare of public announcements. Grants and pledges are secured from major givers, trusts, foundations and perhaps the council for at least 50% of the total project cost. Getting grants is a major income stream for your project and you will need to make sure your applications are made to the right funders and that you present them with the correct information.

STAGE 4

The Public Phase

In this phase you can finally advertise your fundraising far and wide to as many people as possible. You may offer naming opportunities or the chance to 'buy a brick'. There may be events, like garden parties, concerts, quiz nights and bucket collections. The fundraising possibilities are endless and give a great opportunity to bring more people together to share your vision. Keep an eye on momentum in this phase as you don't want to experience donor fatigue by fundraising for too long.

Becky Nicholson

Stewardship, Diocese of Leeds

STAGE 5

The Completion Phase

Finally, the completion phase; not a time to sit back but a time to ensure that all donations and pledges are received, work is started, progress is monitored and feedback given to all. During this time, funders will also want to see that evaluation procedures are followed and your project is doing what you said it would.

Saying Thank You

Lastly, when the work is finished and the bills paid it is time to say thank you to all involved. Send thank you letters to everyone who has supported you; all donors, including grant funders, people who have committed their time and talents, paid and unpaid, and invite them all to a special event to celebrate everyone's hard work and achievement. Give thanks to God for his greatness and enjoy what you have all created together.



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1. The Essentials of Project Management

Understanding the basic principles of how to manage building projects as well as people at each stage of a project's development, is critical to successful project outcomes. Well organised projects are rewarding and enjoyable. Managing the project scope through the up to date briefings; the project timescales which shouldn't be underestimated; the costs, budgets and funding; procurement strategies; the heritage constraints and risks are the key to success.

Each project and team are bespoke, so the project management structure needs to adapt to the specific needs. A steady project development on a planned orderly timescale that allows the project to unfold and incrementally build through the work stages.

2. Strategic Project Description

This first stage of a project loosely outlines the project brief, identifies the defining criteria, objectives and priorities. This stage often precedes appointment of the team and is the client team beginning to define what it is the want or need to do. The church architect can help you with framing your project, particularly where they have a good understanding of the key challenges facing the church building and its heritage value. The project scope can be loosely defined, the outline budget established with ideas on funding strategy and timescales for the project development stages planned.

3. Preparation and Brief

What are the project objectives? What is the business case? What is the funding strategy?

This stage is an opportunity to assess project and institutional governance. With historic buildings and churches an initial feasibility to test the heritage needs and constraints is often necessary to help define the project. Existing reports such as the QIR and statement of significance will help guide thinking, as will the experienced church architect and Diocese.

Appointment of the core consultancy team, which processes suit your project, use the

existing team, consider a new team with selection process, invite an ideas competition. Core documents to complete at this stage are the up to date quinquennial inspection, the draft Statement of Need and the Statement of Significance or a Conservation Management Plan.

4. Concept Design

How is the design process managed to ensure you have a client centred collaborative process? When do you consult and engage with your project stakeholders? Do you have an expert advisory panel of volunteers? Have you appointed the consultancy team with an agreed design team leader who will coordinate the consultants?

The concept design start-up meeting is crucial to finalising the objectives of the work stage, the tasks, deliverables, the timescale, and identifying risk and planning strategies for addressing them.

At the end of the stage a review of the brief and scope, the budget and funding stream; project programme and timescales together with risk and heritage will inform you whether the project has significantly changed during the concept design and whether further review is necessary.

5. Detailed Design

Once the scope, budget and programme are agreed following the close of concept design as the basis upon which the project will progress, the project can move towards the approvals detailed design stage. This stage requires the preparation of reports, detailed drawings and specifications and documents to enable pre-application consultation, stakeholder consultation and submissions for approvals to be made. How best to manage this process to ensure that the scope, budget and timescales are controlled. Finalise cost! An end of stage review of these three key components is essential.

At the end of this stage approvals will be secured.

Chris Cotton

Conservation Architect
Purcell York

6. Technical Design and Contract Pricing

Once approvals are secured, and scope, cost and programme confirmed, preparation of detailed drawings, schedules of work, specifications, pricing tender documents can be prepared. Detailed consideration will need to be given to phasing of project works. Ensuring close management at this stage is critical to ensure the three elements of project management are controlled. Other statutory consents also need to be secured, such as discharge of approval conditions and building regulations.

At the end of this stage there will be fixed sum tender prices and fixed contract programmes.

7. Construction Works On-Site and Completion

Managing the project during the construction phase includes the contractor and well as the consultant team. Regular meetings, good and efficient communications, minimising changes and addressing unanticipated finds such as archaeology promptly is essential.

8. Assessment of Use

Getting to know your completed project and the opportunities it offers for the church and community is an exciting phase. Often a new client team is brought together with new skills providing those who have invested in the project implementation with a well-deserved rest. How do you assess the success of your project and learn lessons? How do you ensure your project is working efficiently?



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CASE STUDY

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THE WASHBURN HERITAGE CENTRE ST MICHAEL AND ST LAWRENCE, FEWSTON

In 2005 this grade 2* listed church in the parish of Fewston with Blubberhouses (population approx. 3000) in the beautiful Washburn Valley had a very small and falling congregation, but as the only large public space in the parish, it was regularly used for concerts and exhibitions. However, the only facilities were electricity and one outside tap. The possibility of converting the small old hearse house building attached to the church into a very small kitchen and lavatory was explored but estimated costs were thought prohibitive by the PCC. Undeterred, some members explored the potential of funding and developed a plan to build church extension to be a heritage centre, promoting and preserving the local heritage and providing a tearoom at weekends for the many visitors to the area.

The PCC agreed that this could be explored further, and a project team was established. Having secured a small grant for an independent feasibility study which proved positive, an approach was made to the National Lottery Heritage Fund (then HLF) who were immediately supportive, although the subsequent grant application and assessment process was rightly extremely rigorous. Pearce Bottomley Architects were appointed to provide preliminary ideas for an extension and after much consultation with the DAC, who were particularly helpful, the local community and many other stakeholder organisations, the design was developed culminating with obtaining a faculty for the building work. Crucial to the smooth running of building operations, excavation of the churchyard and exhumation of remains was completed in advance of building work. HLF confirmed its continuing support with a total of £660,000 granted to the project. A further £82,000 of smaller grants were secured from other sources and £60,000 was raised through local fundraising.

The excavation of the churchyard started in 2009 and the building work ran from April 2010 to January 2011, when the Heritage Centre opened. Since then it has provided a brilliant focus for many in the local community and further afield. The design by Pearce Bottomley Architects has created a flexible building enabling the variety of purposes which is fundamental to its success and recognised with an RIBA Award.

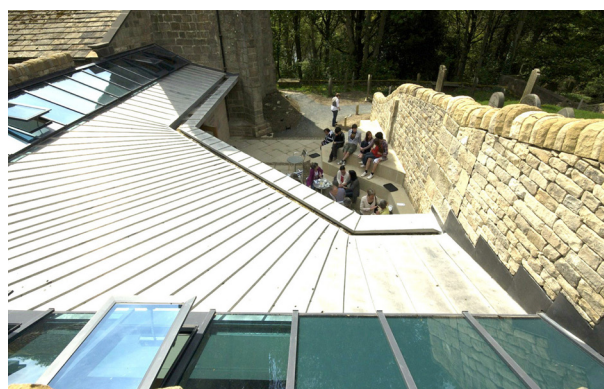
Its immediate success can be gauged by its visitor numbers which are in excess of 10,000 a year attending its heritage programme events and in the tearoom.

The Centre is run almost entirely by volunteers with paid part-time administrator, archivist and cleaner. Profit from the Centre has been used to install a new lighting scheme in the church and plans are in hand for further improvements to the fabric of the church.

Ann Johnson - Former Chair of Washburn Heritage Centre
Management Committee

Stephen Calvert - Partner Pearce Bottomley Architects

<http://www.fewstonwithblubberhouses.org.uk/our-churches/our-saints/st-michael/>





CASE STUDY

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ST JAMES, WETHERBY ROBERT HASKINS

The lessons learnt from this 1990s project ring true today.

The 'Open Door' project

How to make the church accessible, inviting and 'right for the future'? The PCC was enthused by a church in Surrey transformed as a walk-in, have-coffee, High-Street hub.

Development

A Steering Committee invited 3 firms of architects to submit proposals, free gratis, with the winner enjoying a sum of money to work up a feasibility study.

The brief included **disabled access, toilet, drop-in café** and a better **choir vestry** – and **rehearsal/meeting room**.

Two architects opted for extensions; we chose the third – to utilize the crypt. The architect also proposed a narthex, a balcony (extra seating) and private chapel.

Consultation

The DAC advocated an extension on the North West side of the Tower to complement the lobby/narthex on the South West side.

The congregation was consulted. The DAC's proposal was poor value for money, they said.

The Disabled Access, Toilet and new access to the crypt had strong support.

The balcony and private Chapel did not receive favour.

Social space for circulation and refreshments at back of the Nave was controversial in a sacred space.

The PCC could not agree even to vote on the proposals. It was now three years into the project. The Chairman of the Steering Committee resigned in frustration.

Prayer and reflection

Three months later, after a Prayer Vigil Day, supported by 100 members of the congregation, a project not dissimilar to the above was approved. Two new Steering Committees were formed (a) Project management (b) Appeal Committee. The project now comprised:

- Stage 1 – Free the back of the church for social circulation, with toilet and new disabled access
- Stage 2 – Resite the choir in the crypt with a new staircase down, and 'retank' / waterproof it.
- Stage 3 – Balcony and lift to crypt (neither subsequently happened due to cost constraints)

A proposal to restore the Organ was then included into the project.

This effectively replaced Stage 3.

The idea of a footpath from the town's carpark to the High Street past the church door was put to the Leeds City Council.

Planning approval and a faculty were submitted and agreed for a 19 week contract.

Funding

A presentation to Civic Town leaders was held.

As well as Church reserves, Grant funding and Fundraising Events, half the money came from one Gift Day.

At one meeting, PCC members led the way by individually pledging half of this.

Private contributors could pledge 10% of their contribution for a building project in Sri Lanka – this paid rebuilding St James Church in Nallur, damaged in the civil war; a church hall and Vicarage.

A foundation stone laying ceremony, attended by the Bishop and Lord Lieutenant, was followed by a Dinner.

<http://stjameswetherby.org.uk/>





HOLY TRINITY BOAR LANE, LEEDS

THE REVEREND CANON SAM CORLEY, RECTOR

A Grade I listed building built between 1722-1727 in the heart of Leeds city centre, Holy Trinity has been at risk of closure on several occasions from as early as 1868, and demolition was considered in the 1950's, a proposal that led John Betjeman to campaign to save 'The St Martin-in-the-Fields of those crowded industrial streets'. In response, the Church Commissioners, declared it to be 'a building of the greatest architectural distinction and importance and of historical interest' (Wood 1966, p. 21).

Since then the church has struggled to sustain a viable presence in the city centre. Numerous creative initiatives have been attempted including hosting an arts centre, functioning as a kind of conference centre for lectures and events, as well as hosting record and vintage clothing sales. A café has been run from the church hall and various tenants have used the upper rooms in the hall. Eventually though these activities, like Holy Trinity's own congregation, ultimately proved to be unsustainable.

In 2013, the adjacent Trinity Centre shopping centre was built, taking its name from the church and is the busiest shopping area in the city. This provides a challenge and an opportunity. The challenge is to achieve a critical mass of activity that is financially viable where other activities have failed while also taking full advantage of the opportunity which this unique location presents for the Church of England in the heart of this vibrant and growing city. Indeed, every day, over 60,000 people work within a ten-minute walk of the building.

To keep the building open and to enable it to become a thriving centre of worship and mission, the Leeds City Parish, the Diocese of Leeds and the Church Commissioners of the Church of England have been working together to forge a fresh vision for the building. In September 2020 the church is due to re-open as a centre of ministry and ministry aiming to reach people who work around the church. The project includes £900,000 worth of internal and external building works for which funding and faculty permission have been secured. Work is due to commence on-site in January 2020.

The presentation will explore how, once a vision for the church had been agreed, securing the required permissions was achieved in a tight timescale, despite opposition given the architectural and historical significance of the building. It will also explore how funding was secured and how a plan of works was agreed for the development of this church in a complex city centre location.

<http://leedsminster.org/About-Leeds-Minster/Holy-Trinity-Church/2/>





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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.

<https://www.churchofengland.org/more/church-resources/churchcare>

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/home/our-work/patrimony/>

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

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

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

https://www.baptist.org.uk/Groups/220864/Legal_and_Operations.aspx

The **United Reformed Church** is currently preparing revised guidance on buildings.

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

The **Quakers** have information on managing meeting houses and developing new building projects here.

<https://www.quaker.org.uk/our-organisation/support-for-meetings/property-advice-1>

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/>

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.

<https://www.visitchurches.org.uk/what-we-do/regeneration-and-communities.html>

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.

<https://www.visitchurches.org.uk/what-we-do/regeneration-and-communities/project-toolkits.html>

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

<http://germinate.net/>



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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.

<https://germinate.net/church-life/rural-church-buildings-resource-2018/>

The Church Urban Fund works through the Church of England's parish networks and faith-based and secular organisations to bring about positive change in neighbourhoods. They largely work through four programmes: Together Network, Near Neighbours, Places of Welcome and Just Finance Network.

<https://www.cuf.org.uk>

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>

MANAGING BUILDING PROJECTS WITHIN PLACES OF WORSHIP

The National Churches Trust has a very useful section on their website on managing building projects
<http://www.nationalchurchestrust.org/building-advice/>

The **Churchbuild** website provides a very helpful framework and practical information on developing and managing a building project
<http://www.churchbuildingprojects.co.uk/>

Advice on the insurance implications of building works and when you should contact your insurer.
<https://www.ecclesiastical.com/risk-management/church-building-works/>



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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.

<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:

<https://www.churchofengland.org/more/church-resources/churchcare/making-changes-your-building-and-churchyard/understand-your-church>

Historic England have advice here <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/making-changes-to-your-place-of-worship/principles-for-making-changes/assessing-significance/>

The **Royal Institute of British Architects** has a register of architects <https://www.architecture.com/working-with-an-architect>

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>

MaintenanceBooker is a new service brought to you by the National Churches Trust which makes it easy for churches, chapels and historic buildings to access the highest standard of building maintenance and small repair services.

<https://www.maintenancebooker.org.uk/>

GUIDANCE ON COMMUNITY PROJECTS

General thoughts on Community Action

<https://www.churchofengland.org/community-action#na>

HRBA and **The Diocese of Hereford (CofE)** has produced a toolkit -

Crossing the Threshold: a step-by-step guide to developing your place of

worship for wider community use and managing a successful building project Download for FREE from <https://www.hereford.anglican.org/Crossingthethresholdtoolkit/>

The Diocese of Hereford's new Mission and Mortar online resource toolkit helps churches find resources that will help them at the outset of a project. Much of the content is relevant nationwide, some specific to Hereford.

<https://missionandmortar.hereford.anglican.org/>

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.

<https://navca.org.uk/find-a-member-1>

The Plunkett Foundation supports rural communities to set up a



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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://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>

Stir to Action offer community resources from setting up a Crowd Funding campaign to hosting a SOUP which is a live crowdfunding community dinner or a Map Jam ie: creating a community map.
<https://www.stirtoaction.com/toolbox>

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/in-your-area/network-members/>

They also have county-based Village Hall and Community Buildings Advisers who offer advice and support to those running community

buildings. They produce a range of publications on health and safety to food and hygiene, managing employees and volunteers and much more.
<http://acre.org.uk/rural-issues/village-halls>

The National Lottery Community Fund have undertaken research into the community projects they have funded and provide good advice to those planning new projects
<https://www.tnlcommunityfund.org.uk/insights>

GUIDANCE ON FUNDING SOURCES

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.

The Heritage Funding Directory is managed by the Heritage Alliance and the Architectural Heritage Fund and is a free, easy to use guide to potential sources of support, financial and otherwise, for anyone seeking to undertake projects related to the heritage of the UK. <http://www.heritagefundingdirectoryuk.org/>

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
<https://www.dsc.org.uk/funding-websites/>
There is a registration fee for these, but your local authority or local library may be able to provide cheaper access.

The Church of England's Parish Resources has produced a National List of Charitable Grants for Churches
<https://www.pariahresources.org.uk/%20resources-for-treasurers/funding/>

Main Funding Sources – you will find information on other sources from websites listed above.
National Lottery Heritage Fund – <https://www.heritagefund.org.uk/>
The National Lottery Community Fund – <https://www.tnlcommunityfund.org.uk/>
The National Churches Trust – <http://www.nationalchurchestrust.org/our-grants>
The All Churches Trust – <http://www.allchurches.co.uk>
Landfill Communities Fund – <http://www.entrust.org.uk/landfill-community-fund>



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FUNDING GUIDANCE

Giving to Heritage was the Heritage Alliance's training programme for fundraisers in the heritage sector. Although the initiative has ended, the website still provides guidance on a range of topics such as 'Making the case for support', 'Major donor fundraising', 'Corporate partnership', 'Using digital and social media', 'Crowdfunding', 'Community Shares' and 'Social investment'. You can also watch webinars where people talk about how they raised funds for their particular project including places of worship.
https://www.theheritagealliance.org.uk/gth/?page_id=1398 and
<https://www.institute-of-fundraising.org.uk/events-and-training/heritage/giving-to-heritage-case-studies/>

The Church of England's **Parish Resources** website offers a range of guides to help you target funding for projects - either for capital building works, community outreach projects or for mission.
<https://www.parishresources.org.uk/%20resources-for-treasurers/funding/>

They also provide advice on preparing and organising a funding strategy and appeal, including guidance on funding sources, making applications, budgeting, writing business plans and fundraising.

The Institute of Fundraising offers plenty of advice and resources on all aspects of fundraising.
<http://www.institute-of-fundraising.org.uk/>

GUIDANCE ON MANAGING PROJECTS

The National Lottery Heritage 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.
<https://www.heritagefund.org.uk/help-resources>

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)
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](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. 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

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

7. Assets not Burdens: using church property to accelerate mission by Tim Thorlby, The Centre for Theology and Community, January 2017
<http://www.theology-centre.org.uk/wp-content/uploads/2013/04/CTC-Research-6-Assets-not-Burdens-Feb2017.pdf>



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EVALUATION

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

Not worth attending					Excellent				
1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	4	<input type="checkbox"/>	5	<input type="checkbox"/>

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

Leeds
5 minute walk

Car Parking

The closest parking facilities are a 2 minute walk away at the below address:

via Swinegate (opposite Bibis Restaurant)
Leeds
LS1 4AG

Park & Ride

This is cheaper and more economical than driving into the centre of Leeds. There are 2 car parks outside the city, which stop on Boar lane, more information can be found here:

<https://www.wymetro.com/park-and-ride>

