Church Building Projects:
Purpose, Planning, Procurement

Diocese of Durham – 6 June 2019

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Acknowledgements

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Particular thanks to Nigel Walter and Jim Hammett, for the material from their excellent website www.churchbuildingprojects.co.uk and to Nigel Walter & Andrew Mottram for the material used from their book Buildings for Mission.

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Presentation and handouts will be made available on www.parishresources.org.uk and an email will be sent to you when it is published
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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>09.30 am</td>
<td>Registration, refreshments</td>
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<tr>
<td>10.00 am</td>
<td>Welcome and introductions</td>
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<tr>
<td>10.25 am</td>
<td>Introduction and session 1: Principles</td>
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<tr>
<td>11.10am</td>
<td>Break, coffee</td>
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<tr>
<td>11.30am</td>
<td>Session 2: Partnerships</td>
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<tr>
<td>12.15pm</td>
<td>Session 3: People</td>
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<tr>
<td>01.00pm</td>
<td>Lunch</td>
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<td>Session 4: Processes</td>
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<tr>
<td>02.30pm</td>
<td>Session 5: Steps on the Way</td>
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<tr>
<td>03.00pm-03.15pm</td>
<td>Tea</td>
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<tr>
<td>03.15pm</td>
<td>Session 6: Finance</td>
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<tr>
<td>03.50pm</td>
<td>Wrap-up and feedback</td>
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Church Building Projects: Purpose, Planning, Procurement

What to expect from this workshop

It will help identify the steps to consider in planning and undertaking a church building project, the jobs which need to be done, the responsibilities taken on and how to be a good client for the people who design and build the project.

Detailed information on funding is not part of the information, nor any help on the specific design, size or style of the project.
Objectives

- Establishing the importance of community engagement in defining the purpose and scope of your project
- Understanding the need to plan, organise and budget to achieve good governance and sustainability after opening
- Accepting that good communication with your stakeholders is vital to a successful project.
- Recruiting, contracting and procuring the right team members, professionals and contractors is key to your success and in getting value for the funds you spend
- What are your objectives?
The Journey

• Preparing for change - teaching
• Impact on church’s ministry
• Preparing for the new
• Fundraising

www.parishresources.org.uk/buildingprojects
....and afterwards

Using the handout, score your church on 10 criteria – after you have your design.
Purpose

- Aims?
- Who needs it?
- Do they want it?
- Who’s involved?
- How does the planned work match the aims?
Church Building Projects - Where to Begin...?

Start Here...

This sheet provides a playful way of grappling with some of the serious issues that need to be considered before launching into a building project - the things you need to think about before you appoint an architect and other professionals.

The aim is to achieve at the outset the clarity you will need for a successful outcome. Now that you can see the sheet does not matter - the key thing is to focus on the important issues, so that you can define the questions you want to address. So use this sheet in any way suits you. Doodle Brainstorm Make a Meal...

How Well Do You Know Your Existing Building?

Do you know what you are dealing with? If the building is any kind of value, have you prepared a statement of significance? What are the known conditions? Consider including, ownership, planning, etc.

Current Constraints

In ways do your existing building prevent you realising your vision? Describing the church with All Things Inside, Church Council helps people explore their options. You can use it as a test for building constraints around the need for change.

The Art of Compromise

You will make all the decisions to whatever extent you want, and the art of choosing helps you define the purpose of your project - always compare this with your values.

Feeling (Dis)Connected?

How does your community see you? Who thinks the church is important?

Other Resources

The Gate of Heaven - How Church Buildings Speak of God by Nigel Walter. This booklet examines the principles of what is a key relationship for any church and suggests practical means of forming a better partnership. Equally relevant whether you are struggling to maintain a historic building, considering a substantial renovation or contemplating a new building. www.grovebooks.co.uk

With thanks to Nigel Walter and Jim Hammett, for the material from their website www.churchbuild.co.uk

Purpose Planning Procurement

We can help you to shape your building project as a whole, allowing you to create a clear vision of your future church and ensuring that the building plan is based on that vision. www.churchbuild.co.uk

Re-Fitting the Tent by Richard Sales. Bulked The distinctive guide to re-ordering church buildings for worship and mission can it can what it says on the tin. Includes appendices with good practical guidance.

Where To Next...?

How do you move on from here? The point of this stage was to get all of the issues out onto the table. Now it is possible to move on to the next stage.

Who Are You, Anyway?

Think about how you want to organise yourselves. What will you do as a church, and what might you need to do to organise yourselves. Who else is ultimately responsible for the project? And how do you make an agreement? What one person will be involved in representing the church within the group (committee)?
Narrative: story of the building

- Is your church building just a museum or work of art?
- Is your church building just a worship centre?
- Story is way people come to terms with change
- Using church building audit to build narrative

Handouts
7-14
1. Where have you come from?

- Initiative buildings
- Religious Club
- Community Life

What is your Church saying?

I'm talking all the time...
No one really pays me back.
I feel a bit neglected
Yes, I understand.
It's a real blessing.
That point fishing

2. Where are you now?

KEEP OUT

Religious Club
Community Life

All Welcome

3. Where are you heading?

3.1. Dreaming the future...
- Pioneering our ways
- A future for our children
- A future for our communities

3.2. More about the Church
- Pilgrimage
- Celebration
- Heart
- Community Hub
- Healing Place

3.3. Roles for delivering change

Our journey.

- Who are you accountable to? Why would you believe?
Starting the process for a design

• Question not an answer
• Needs not solutions
• Present uses, future uses
• Collaboration is key
• Design is a response to brief
Purpose

Short sharp exercise to discuss the bullet points for a client brief – 15 minutes
WE WANT TO HELP YOU

**ADVICE AND GUIDANCE**
Everything from chairs, churchyards, new works to conservation

**APPLY FOR A GRANT**
We give grants for conservation and building repairs

**REDUCE YOUR CARBON FOOTPRINT**
Our environmental campaign

**SUPPORT OUR BUILDINGS**
Donate to our building funds or leave a gift in your will

**MAKE CHANGES TO YOUR BUILDING**
A step-by-step guide to project planning

**DEVELOP A GROWTH STRATEGY FOR YOUR DIocese**
Integrate church buildings with your mission and ministry planning

https://www.churchofengland.org/more/church-resources/churchcare
Need to plan

- Project route map
- Planning means a project management approach
- The time it all takes
- Grant application – need to reach RIBA stage 2, other conditions
- Various ways – GANTT chart
Planning - Gantt chart

• List of tasks
• Who has to do them
• How long each task takes
• What has to happen first
• What resources you need
Gantt chart – make a bird-table for sale
| A50 | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V | W | X | Y | Z | A |
| 1   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 2   | TASK AREA  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 3   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 4   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 5   | ESTABLISH VISION AND AIMS |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 6   | Discuss with congregation | 48 | 44 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 7   | Survey community          | 40 | 38 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 8   | Engage with local agencies | 40 | 37 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 9   | Visit other new builds    | 47 | 40 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 10  | Develop a mission statement | 35 | 33 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 11  | Finalise aims of building | 33 | 33 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 12  | ESTABLISH STRUCTURES      |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 13  | Governance structures     | 32 | 28 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 14  | Develop Terms of ref for Building Group/ Committee | 33 | 30 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 15  | Appoint chair and group   | 33 | 33 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 16  | DEVELOP TIMELINES & BUDGETS |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 17  | Develop this Gantt Chart  | 48 | 48 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 18  | Develop a business/mission plan | 32 | 30 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 19  | Develop financial plan    | 30 | 30 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 20  | APPOINT & MANAGE           |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 21  | Appoint 'agent' if applicable | 30 | 30 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 22  | Appoint architect & other professionals | 28 | 28 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 23  | Appoint fundraising advisor | 28 | 28 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 24  | Appoint fundraiser         | 26 | 26 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 25  | Communicate targets       | 30 | 0  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 26  | FUNDRAISING               |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 27  | Enhance financial plan with fundraising details | 28 | 28 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 28  | Run capital appeal        | 24 | 24 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 29  | Monthly pledge appeal     | 24 | 24 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 30  | Run trust and corporate appeals | 20 | 18 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 31  | Communicate progress      | 28 | 0  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 32  | DESIGN                    |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 33  | Land acquisition          | assumed | 28 | 20 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 34  | Develop plans, elevations, etc... |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 35  | Arrange DG meeting        |   | 18 |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |

### View Basket

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* Media (DVD/CD) will need to be purchased to enable you to install your first product licence. Further media purchases are not required for further licences of the same product.

16 minute tutorial: [https://www.youtube.com/watch?v=sPwURRG9_Gs](https://www.youtube.com/watch?v=sPwURRG9_Gs)
Sign up for Parish Buying and Parish Resources newsletters

- Parish Buying energy basket for electricity now **100% green**
- Card readers for contactless receipts and giving
- Stationery, office and facilities management products – free next-day delivery
- LED bulbs from LED Hut – free next-day delivery
- Computer software from Phoenix
- Eventbrite for ticketing
- Church supplies with discount code
- Fire safety from Safelincs
Sign up for Parish Buying and newsletters
Purpose

Sharing

Short discussion on planning – have you experience at your church (or elsewhere) – some tips or questions you would like to share?
Community Engagement

- Survey
- Consultation
- Public meeting
- Focus groups
- Schools/social atlas of your parish or area
- Draw up an influence/stakeholder map and meet them
How much do you know about your community?

**www.neighbourhood.statistics.gov.uk**
Office for National Statistics

**www.locality.org.uk** - national network of community-led organisations

**http://arcg.is/2jg2x8J** with Church of England parishes and social deprivation information

Communities of interest: **www.local-history.co.uk** **www.gov.uk/search-local-archives** **www.nationalarchives.gov.uk** **www.visitengland.com**
Closer to home

- [http://www.countydurhampartnership.co.uk/article/8503/Plans-and-Strategies](http://www.countydurhampartnership.co.uk/article/8503/Plans-and-Strategies)
- [https://www.durham.gov.uk/cdp](https://www.durham.gov.uk/cdp)
- [https://www.southtyneside.gov.uk/article/49427/Demographics](https://www.southtyneside.gov.uk/article/49427/Demographics)
- [https://www.ilivehere.co.uk/statistics-barnard-castle-durham-2475.html](https://www.ilivehere.co.uk/statistics-barnard-castle-durham-2475.html)
- [https://www.hartlepool.gov.uk/info/20004/council_and_democracy/427/hartlepool_statistics](https://www.hartlepool.gov.uk/info/20004/council_and_democracy/427/hartlepool_statistics)

- [http://www.parishresources.org.uk/resources-for-treasurers/funding/funding-guides-capital-fundraising/](http://www.parishresources.org.uk/resources-for-treasurers/funding/funding-guides-capital-fundraising/)
- [https://www.planningportal.co.uk/info/200126/applications/70/community_infrastructure levy](https://www.planningportal.co.uk/info/200126/applications/70/community_infrastructure levy)
Purpose

Sharing
Open forum on your experience of finding out what the needs are in your parish or area
Stakeholder map:
Design your own
How will each group be involved or informed about the project?
Your church’s stakeholder map

- Decision makers
- Influencers
- Others

Handouts 21
Local Government & Politics

- Wider community (Big Society/Shared Society)
- Local councillors, MP, MEP
- Neighbourhood plan – Local Plan – Parish Plan
- Mission strategy fitted to local needs
- Pre-school childcare, food banks, debt counselling, youth work, elderly
- Community Foundation
- [http://www.citizensuk.org/](http://www.citizensuk.org/)
Churches & Church Bodies

- Diocese, deanery
- Team, Benefice
- Local churches
- Churches Together
Possible Partners

• History of your church building
• Define desired outcomes
• Possible partners: childcare, café, local services, community shop, training providers
• Some principles: hospitality, key people, clarity on terms, clarity on agreement

www.cinnamonnetwork.co.uk
Community Hub

• Market
• Mission
• Be alive to the consequences
• Layout and other space needs
• Other opportunities
• Define desired outcomes
Some ideas

http://www.churchbuildingprojects.co.uk/how-to/2-partnerships/2-4-cafes/

https://www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance/church-buildings/sharing-your-building

http://www.stpauloldford.com/vision/frequently-asked-questions/

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

http://www.inspirednortheast.org.uk/useful-information/


Case studies from Churchcare

- Café - St John Hackney
- Café - All Saints Northampton
- Café, gift shop, florist and children’s play area - St James, West Hampstead
- Children’s centre - Springfield project, Birmingham
- Community arts venue - St Mary Ashford
- Community room and IT centre - St Mary Stannington
- Community space - St Peter Swainsthorpe
- GP surgery and community complex - St Cuthbert Copnor
- Meeting room and gallery space - St Peter Notting Hill
- Music venue - St Oswald Guiseley
- Post office - St Mary Cloughton
- Village shop - St Giles Langford
- Visitor centre, arts and drama - St Mary the Virgin Ashford
Building a client team

- Chair
- Finance
- Communications
- Prayer & Mission
- Employer’s Agent
- Community
- Administrator
- Project Manager

The Client Team

Chair person - someone who shares the vision and oversees the elements of the project.

Finance and fundraising - someone who will oversee the finances and fundraising and work alongside the chair person.

Communications - this is vital to ensure that people on your stakeholder map (see handouts) are kept in regular touch with the project. Keep in touch with clergy, key people at local level, key people at city level, key people at district level. This needs to be someone who has experience of building public relations, media, speaking at meetings, writing material to present to the church family, etc.

Prayer and mission - to keep a spiritual focus on the mission of the church & not always just during all stages of the project. This is a vital part of the work of this team.

Employer’s Agent - someone who dedicates an average a day a week to the project - the dedicated link with the workers, doing the day to day matters. Possibly someone who is employed by the church for 1 year and then they go through the project. They need to know the knowledge of building processes.

Community - a person who is inside the ‘stakeholder map’, organises community events, knows the area to the ground with people having permission objections, develop links to a resident association, etc.

Administrator - takes the minutes, sorts together papers and spreadsheets, where needed. This may also be the same person who acts as Project Manager (see handouts on design team), but this could be a separate person.

It is helpful to write about what is involved in each role, and the time expectation to take for each person. That ‘time expectation’ will vary when the negotiations are not used in a role. Encourage people to see that time on the group as a commitment of at least 3 years, so you get more continuity.

Generally it is better not to have the year on the group but to vary them in the middle of the project. After all, they have a natural expiry of the church to see through the life of the project

Future people in the church know others of your Building Teams and give them a profile, see that members of the congregation know who to talk to about issues relating to the project.

Handouts

25
Other essential roles

- Health & Safety
- Point of contact for professionals, builders etc
Share

How to find the volunteers

Worth a try: [https://do-it.org/](https://do-it.org/)
[https://www.cvsnewcastle.org.uk/](https://www.cvsnewcastle.org.uk/)
[https://www.royalvoluntaryservice.org.uk/](https://www.royalvoluntaryservice.org.uk/)
[https://www.vcas.org.uk/](https://www.vcas.org.uk/)
[https://ervas.org.uk/](https://ervas.org.uk/)

But best of all: Community engagement and networking
Choosing an architect

Obvious things
✓ Technical skills
✓ Ability to manage
✓ Relevant experience/accreditation
✓ Practice of the right size

Not so obvious things
✓ Good relationship
✓ Imagination
✓ Keep to scope
✓ Good value
✓ Dialogue for design to achieve mission objectives

How to find one: depends on size of project, may be special requirements from funder
Building a design team

- Basics: Architect, Principal Designer (CDM REGULATIONS 2015), Quantity Surveyor, Structural engineer, Services Engineer, Building inspector, builder

- Possibles: Project Manager (if architect not doing it), planning/heritage consultant, party wall surveyor, AV engineer, lighting designer, kitchen designer
Find the right principal contractor

- Use design team to make a tender list
- Seek references for similar work
- Due diligence (finance, labour, reference sites)
- Health & Safety plan incl. Construction Phase Plan
- Point of contact

www.citb.co.uk/cdmregs
Strategic Plan

- Vision statement
- Mission statement
- Governance and reporting
- SMART objectives
- 3-5 year financial plan
- Marketing plan
- Review mechanism
Governance

- Risk Management
- Where are all the documents everything kept?
- Think about your structure – are trustees (PCC members) protected?
- Will you be having new staff on the premises when the build’s complete?
- Are you going to be trading?
- How about VAT?

Free tools for organising and sharing online:

Meetings
- www.doodle.com

Documents
- www.dropbox.com
- www.google.co.uk/docs/
- https://wetransfer.com/
Acquiring Land

- Location
- Planning Permission
- Valuation
- Ownership
The groundwork: Surveys, Design & Construction

Luke 14, 28-30

28 “If you wanted to build a building, you would first sit down and decide how much it would cost. You must see if you have enough money to finish the job. 29 If you don’t do that, you might begin the work, but you would not be able to finish. And if you could not finish it, everyone would laugh at you. 30 They would say, ‘This man began to build, but he was not able to finish.’
Surveys, Design & Construction

• Check who owns what
• Are buildings* listed?
• Is the church in a conservation area?
• Are there any scheduled ancient monuments?
• Are there any individual tree preservation orders?
• Measured surveys; ground investigation; unmarked burials; archaeology;
• Contamination (including asbestos)
• Bat survey
• Available capacity of utilities (drains, gas, electricity)
Surveys, Design & Construction

https://facultyonline.churchofengland.org/churches
Project route map: 8 RIBA stages, 0-7

Handouts 39-41
Procurement – the stages

- Scoping
- Supplier selection
  - Shortlisting & research
- Pricing and terms
- Contracting
Communication – the message

- Stakeholder map is key
- At least 12 different ways to communicate
- Say it lots of times in lots of different way
- Poor communication = loss of momentum, enthusiasm

Handouts 44-45
Purpose

Sharing

Short discussion on communication – have you experience at your church (or elsewhere) – some tips or questions you would like to share?
Focus on the end

- Plan the opening/rededication day
- Managing and staffing the new building
- Develop operating policy
- Planning and monitoring finances
- Keeping the vision
- Lessons learnt
Managing your building

- Asset management plan, including budget
- Regular Maintenance
- Quinquennial inspection
- Capital repairs

EXAMPLE ASSET MANAGEMENT PLAN (AMP)
by combining real tasks and costs of Regular Maintenance with projected tasks and costs of Capital Repairs, Improvements & New Works. The AMP produces annual and long term budgets for the building, enabling both preventative maintenance and saving for large capital items.

**REGULAR MAINTENANCE**

<table>
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<tr>
<th>Item</th>
<th>Cycle</th>
<th>Known Cost</th>
<th>Cost per Cycle</th>
<th>Annual Cost</th>
<th>Year Intervals</th>
<th>Cost over 30 Years</th>
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**CAPITAL REPAIRS**

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<td>Churchyard Paths</td>
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<td>Felt roofs to boiler roof and organ loft</td>
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<td>Repair/replace window feramenta</td>
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<td>Ventilation System Replace</td>
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**IMPROVEMENTS & NEW WORKS**

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<th>Project Target Completion</th>
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<td>Fire Alarm &amp; Emergency lights Install</td>
<td>one off</td>
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<td>Re-ordering, new rooms &amp; office</td>
<td>one off</td>
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<tr>
<td>New Mower</td>
<td>one off</td>
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<tr>
<td><strong>Total</strong></td>
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AMP annual total (£) to be raised: **44,054**
Statement of Significance

- Applies to listed churches and churches within conservation area – check with your DAC. Useful in all cases.
- History, evolution and description of the building, and place in the community
Statements of significance and needs

WHAT IS A STATEMENT OF SIGNIFICANCE?

WHAT IS A STATEMENT OF NEEDS?

MAJOR PROJECTS

WHY ARE STATEMENTS OF SIGNIFICANCE AND NEEDS IMPORTANT?

If your church is listed, then you need to write a statement of significance and needs to apply for faculty.

We can help you focus on what’s important.

Download our guidance

Statement of significance and needs

Statement of significance and needs for major projects

Statement of significance and needs template

Statement of significance and needs for major projects template
Statement of Needs

• Good advice on available on https://www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/statements-significance-and-needs

• Explain proposed changes to others

• Gives needs, benefits, vision, cost, timing, context and history

• Explains why need can be met only in the way proposed
Risk Management

- Governance
- Strategic Fit
- Fundraising and income generation
- Legals & Contractual
- Programme/Timings
- Commercial risks (inflation/procurement)
- Financial issues (e.g. VAT, contingency)
Three important topics

Shrinking the footprint
Building form, Orientation, Construction, insulation
Photovoltaic cells, Heat pumps, Bio-mass, Rainwater harvesting
www.churchofengland.org/environment
www.london.anglican.org/kb/sustainable-building/

Acoustics
Effect of new build, Reorganisation of space,
Amplification for music or speech, Furnishings, carpeting,
Separate spaces

Multi-media
Location of sound-desk, Flexibility, WiFi, Induction loop,
Simple to control, Screens

Handouts 69-77
Finance

Fundraising Theology

VAT and Church Buildings

How Much Will It Cost?

How to Raise the Money

Borrowing
Fundraising

- Form of ministry
- Sharing of vision
- Shared need for community
- Opposite of begging
How to Raise the Money

- Internal: Capital Appeal, Congregational Pledges, Sponsored events, online
- External: Grants, Trusts & Foundations, Commercial Giving, S106 Money, National Lottery,
- Borrowing: Internal, community, Diocese, stakeholders, commercial
- Forward plan to avoid surprises (e.g. joint project with Methodists means no HLF)
- http://www.parishresources.org.uk/resources-for-treasurers/funding
- http://www.parishresources.org.uk/friends-schemes/
- http://www.parishresources.org.uk/legacies/
How to Raise the Money

- Attend ‘Planning a Successful Capital Campaign’ workshop
- This template available as a download

http://www.parishresources.org.uk/resources-for-treasurers/funding/funding-guides-capital-fundraising/
Funding & Grant Making Trusts
An Introduction

Eleanor Stead
National Legacy & Funding Officer
Funding Sources

- Congregation and Community
  - Grants
- Major Donors
- Friends Of
- Legacies
Top Funders

- National Lottery Heritage Fund
- All Churches Trust
- National Churches Trust
- Garfield Weston Foundation
- The Landfill Communities Fund
- Listed Places of Worship Grants Scheme (VAT)
National Lottery Heritage Fund

New Strategic Funding Framework

- Grants for Heritage: 3 Funding Streams
- £3,000 - £10,000, £10,000 - £250,000 (Initial Enquiry)
- Over £250,000 (Expression of Interest)
All Churches Trust

New Funding Focus
Building communities, helping people in need to flourish, and growing churches spiritually and numerically.

• 3 Funding Streams
• Small £15,000, Large £100,000, Strategy Over £100,000
National Churches Trust

New Grant Programmes

Cornerstone Grants – urgent structural repairs
• £10,000 - £50,000

Gateway Grants – project development
• £3,000 - £10,000

Foundation Grants – urgent maintenance / small repairs
• £500 - £3,000
Plenty More Fish in the Sea

1. Funding Central  [www.fundingcentral.org](http://www.fundingcentral.org)
2. Funds for Historic Buildings  [www.ffhb.org.uk](http://www.ffhb.org.uk)
3. Heritage Funding Directory  [www.theheritagealliance.org.uk/funding](http://www.theheritagealliance.org.uk/funding)
4. Recent Church / Local Projects
5. DAC
### National Grants List

**Charitable Grants for Churches**

**Contents:**

<table>
<thead>
<tr>
<th>Category</th>
<th>Pages</th>
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<tbody>
<tr>
<td>Conservation, Preservation, Heritage &amp; Restoration</td>
<td>P2 - 12</td>
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<td>Bells, Organs, Windows &amp; Other Specific Funding</td>
<td>P13 - 19</td>
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<td>Community Projects / Improved Facilities</td>
<td>P20 - 27</td>
</tr>
<tr>
<td>Christian / Religious Activities</td>
<td>280 - 28</td>
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VAT and church buildings

- New church building zero-rated
- Listed Places of worship scheme
- Annexe to existing building zero rated
- Special rules for Equality Act and energy efficiency
- Subject to change

http://www.lpwscheme.org.uk/

VAT Notice 708/6
How much will it cost?

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Purpose

Sharing

Short discussion on budgeting – have you experience at your church (or elsewhere) – some tips or questions you would like to share?
Break it down

- Budget for raising the funds
- Budget for the preparing phases
- Budget for all costs related to construction
- Budget for operational costs
- Consider a separate fund or trust (http://www.parishresources.org.uk/friends-schemes/)
Discussion

Time for general discussion: your questions, your comments
Objectives – did we meet them?

- Establishing the importance of **communities engagement** in defining the **purpose and scope** of your project.
- Understanding the need to **plan, organise and budget** to achieve good governance and **sustainability** after opening.
- Accepting that good **communication** with your **stakeholders** is vital to a successful project.
- Recruiting, contracting and **procuring** the right team members, professionals and contractors is key to your success and in getting value for the funds you spend.

**Were your objectives met?**