

Church Building Projects: Purpose, Planning, Procurement

Diocese of Leeds – 24 May 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 <u>www.churchbuildingprojects.co.uk</u> and to Nigel Walter & Andrew Mottram for the material used from their book *Buildings for Mission*.

Thanks too for their detailed and constructive criticism to Dr David Knight and Dr Joseph Elders (Cathedral and Church Buildings, Church of England), Michael Murray (National Churches Trust), Robert Bowles (Cathedrals Fabric Commission for England, Southwark DAC), Ven. Michael Everitt (Archdeacon of Lancaster, Church Buildings Council), Geoffrey Hunter (Church Building Consultant, Ely, Church Buildings Council), and Robert Kennett (Eric Parry Architects), and to those who attend the workshop like you

Presentation and handouts will be made available on <u>www.parishresources.org.uk</u> and an email will be sent to you when it is published





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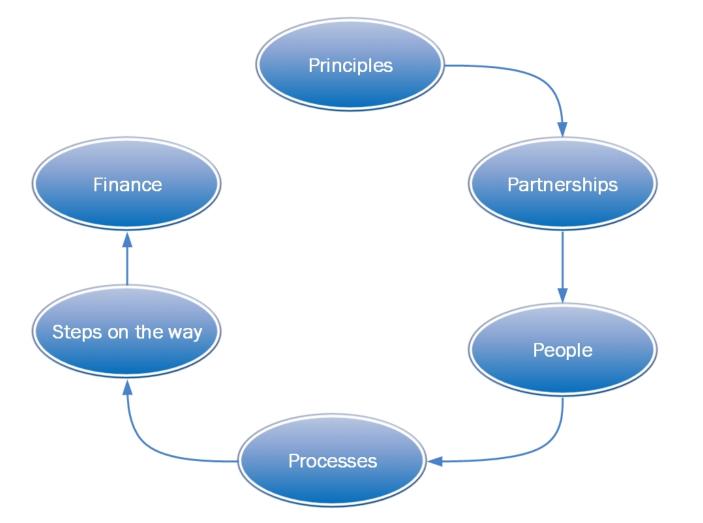




09.30 am	Registration, refreshments
10.00 am	Welcome and introductions
10.25 am	Introduction and session 1: Principles
11.10am	Break, coffee
11.30am	Session 2: Partnerships
12.15pm	Session 3: People
01.00pm	Lunch
01:45pm	Session 4: Processes
02.30pm	Session 5: Steps on the Way
03.00pm-03.15pm	Теа
03.15pm	Session 6: Finance
03.50pm	Wrap-up and feedback



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

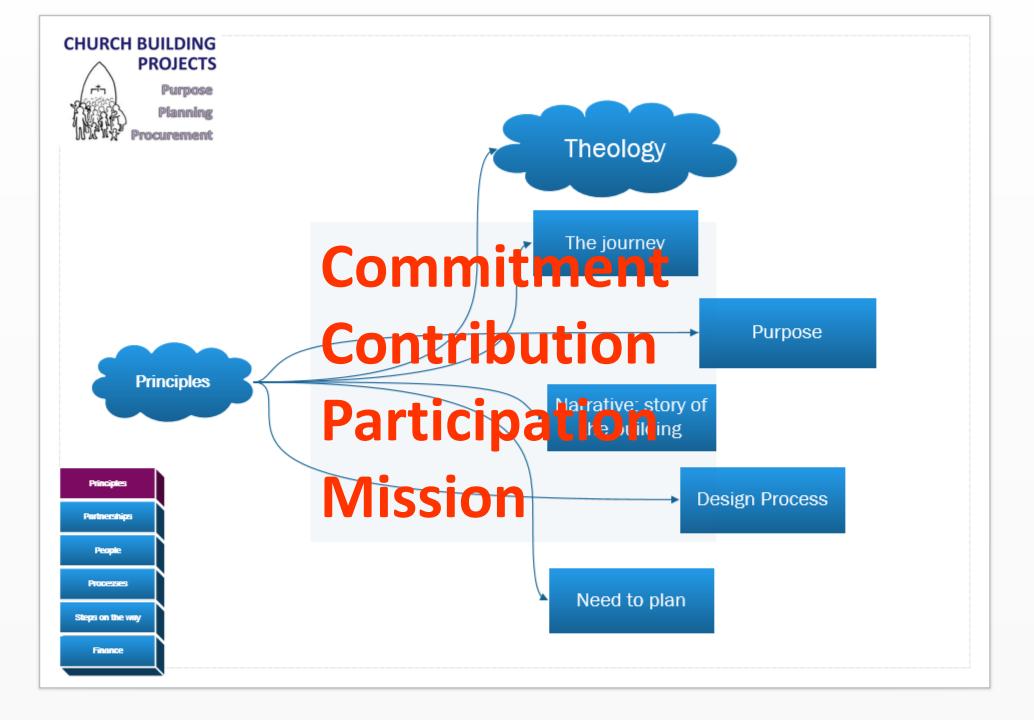
- Establishing the importance of **community engagement** in defining the **purpose and scope** of your project
- Understanding the need to plan, organise and budget to achieve good governance and sustainability after opening
- Accepting that good communication with your stakeholders is vital to a successful 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?



How to start - who owns the project – selling your project – section **CHURCH BUILDING** 106 money – in what order to do things – availability of funds fundraising flexible ways of achieving your aims – how to find labour – how to find volunteers – convincing nay-sayers – conflict management - amenity societies - choosing an architect - tips on ement planning – keeping project live – time scales – congregational tittletattle – permissions – terminology - funding stages – terms of budget delegation to building committee – solicitors – grantfinder or fundfinder - Friends Scheme - Legacies - the project manager role good communications – defining stakeholders – Friends' Scheme - mission c resources in the wider church - sources of funding sharing what other churches have done – getting value for money – moving from talking to action - team management - visiting other churches – funding for initial stage – church growth – engagement: lack of trust – transition of clergy – cross-subsidy from wealthy churches – lack of clarity

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The Journey

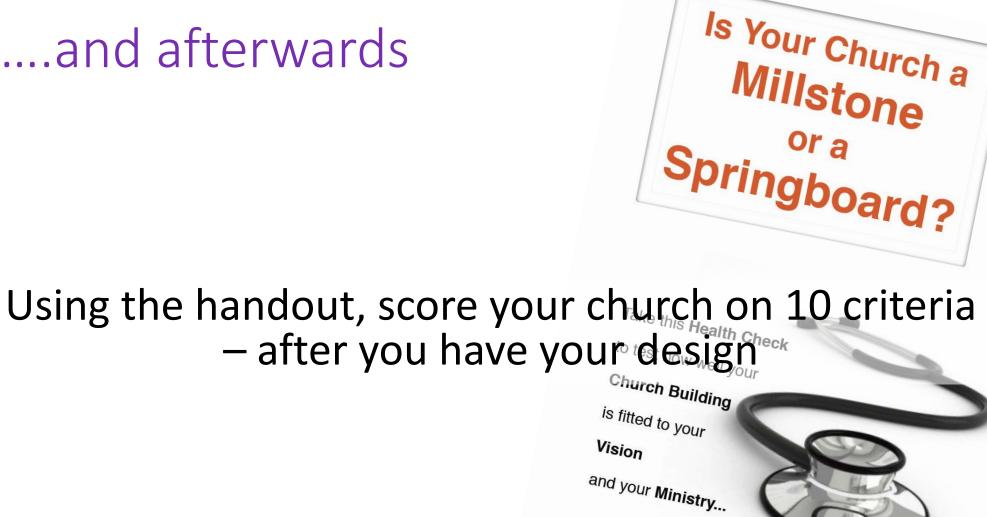
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- Preparing for change teaching
- Impact on church's ministry
- Preparing for the new
- Fundraising

www.parishresources.org.uk/buildingprojects



....and afterwards





Purpose

- . Aims?
- . Who needs it?
- . Do they want it?
- . Who's involved?
- . How does the planned work match the aims?

Handouts

6

after We shape our buildings, and afterwards Church Building Projects -Feeling (Dis)Connected? How dots your community set you? our buildings shape us." Winston Churchill Who thinks the church # important? Where Do You Think Where to Begin...? Are there people who feel excluded? You're Going? Who Are You, Anyway? What on Earth Do You Are there people who feel they own Do you have an overall vision of Think You're Doing? the church? what God is calling you to be and Think about how you are going to organise yourselves. What skills do you Start Here ... do to this place? Leaving building Who are you as a church, and what already have within the church, and what projects to one side, what are you are your <u>core values</u> How does what might you need to buy in from outside? hoping to achieve as a church - what you do relate to those values' What This sheet provides a playful way of Who has ultimate responsibility for 2 or 3 things make you distinctive in Is your dream? grapping with some of the serious issues decisions and how do you reach Your local community? that need to be considered before launching agreement? Which one person will be into a building project - the things you need given the authority to represent the to think about before you appoint an church within the project team? architect and other professionals. The aim is to achieve at the outset the clarity you will need for a successful outcome. How you use this sheet does not How To Use matter - the key thing is to focus on the What Does This important issues, so that you can define the Success Look problem you want to address. Print this out at A3 for use by a small group -So use this sheet in whatever way suits you. Like? the central section can Doodlel Brainstorm! Make a Messi Imagine you have then be copied at A4 if completed your project, needed. Or contact us how will things be differently and we will happily How will you recognise print this for you at A1 success when you see thi How Well Do You Know size for putting up in What does a feel like? What the wall, or for a larger Your Existing Building? can you do now that you round table discussion. Do you know what you are dealing couldn't do before? 01223 474817 with? If the building has any historic mail@archangelic.com value, have you prepared a Statement of Significance? what are the known imitations? Q&A Consider archaeology, conservation, Don't worry! At this stage you don't planning, trees, legal etc. need to have all of the answers - in fact you don't want them, as better answers will unfold as you better define what you want. What is Current Constraints important is to have a clear focus In what ways do your existing and a sense of purpose, so that you buildings prevent you realising your can formulate the best possible vision? Download the Springboard dilectionsor Millstone Health Check from ChurchBuild to help people explore their perceptions. This can be a great tool for hullding constnue stound the need for chinge. Where To Next...? How do you move on from here? The point of this ... scribble away! The Art of Compromise stage was to get all of the issues out onto the table You will never achieve everything you If possible into the middle space on this sheet. want, and the act of choosing helps define Out of this you can develop a formal Brief, which defines the key questions you want answered - an the point of the project - always compare architect can help you to refine and improve this. this with your vision. Other Resources The Gate of Heaven - How Church Buildings Re-Pitching the Tent, by With a Brief defined, you may then commission a Speak of God, by Nigel Walter. This booklet Richard Giles. Subttled CHURCH BUILDING With thanks to Nigel Walter and With that in mind, Church Building Feesibility Study, which would look at whether Yes Please! What are the key things to examines the principles of what is a key The definitive guide to PROJECTS Seminars - from time to the vision can be achieved within the practical Jim Hammett, for the material from relationship for any church and suggests practical re-ordering church time we help organise limitations, and give a broad indication of cost. The + Purpose means of forging a better partnership. Equally buildings for worship and their website achieve...i regional seminars for Feasibility Study may well help revise the Brief. No Thatkal What are the key things to Planning relevant whether you are struggling to maintain a mission' it does what it

avoid-1

churches - a great place to come for ideas and information. Details from www.churchbuild.co.uk

historic building, considering a substantial reordering or contemplating a new building. www.grovebooks.co.uk

says on the In. Includes appendices with good practical guidance.

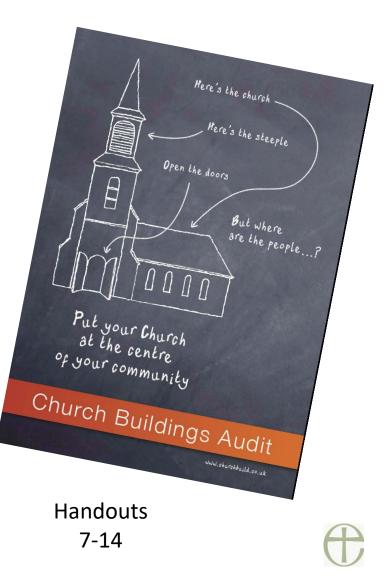
www.churchbuild.co.uk

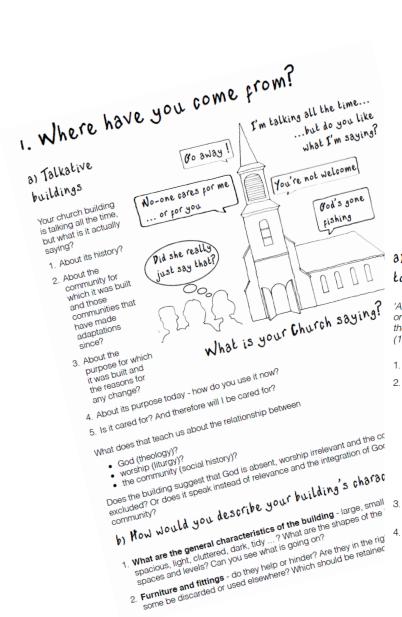
Processes

Only once you know the project is a) feasible, b) in line with your overall vision, and c) necessary to achieving that vision, should you appoint an architect to begin designing you a building.

Narrative: story of the building

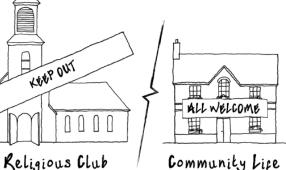
- Is your church building just a museum or work of art?
- Is you church building just a worship centre?
- Story is way people come to terms with change
- Using church building audit to build narrative





2. Where are you now?

A



a) How does the worshipping community express its faith today?

'Any person or body carrying out functions of care and conservation under this Measure or under any other enactment or rule of law relating to churches shall have due regard to the role of a church as a local centre of worship and mission.' Care of Churches Measure (1991)

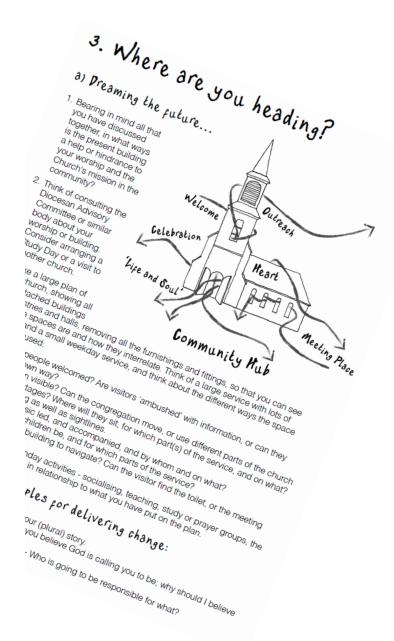
1. How does the PCC understand its 'worship and mission?

- 2. What models of being the church do you resonate with?
- The house of God
- The house of the People of God
- The gate of heaven
- The Body of Christ
- The People of God
- A Temple of the Spirit
- A sign of the Kingdom
- Pilgrims on the Paschal Journey
 Something else
- Something else...

3. Has the PCC considered how their preferred model(s) of the church can be proclaimed and expressed in its worship?

4. What should the church be proclaiming about its nature and mission by its liturgy and the arrangement of furniture and fittings, with special regard to:

- Corporate worship and the Eucharist
- Proclamation of and reflection on the Word of God?
- The relationship of the members of the community to one another?

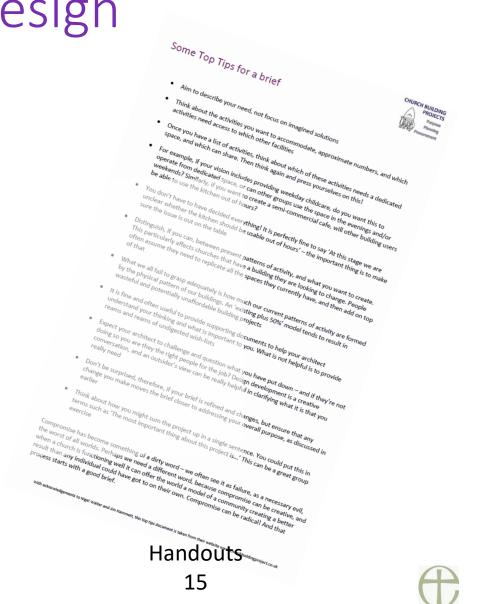


Starting the process for a design

- Question not an answer
- Needs not solutions

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- Present uses, future uses
- Collaboration is key
- Design is a response to brief



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Short sharp exercise to discuss the bullet points for a client brief –15 minutes



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

THE CHURCH OF ENGLAND Q SEARCH THIS SITE A CHRISTIAN PRESENCE IN EVERY COMMUNITY OUR FAITH LIFE EVENTS FAITH IN ACTION PRAYER AND WORSHIP ABOUT MORE +

WE WANT TO HELP YOU



ADVICE AND GUIDANCE

to conservation



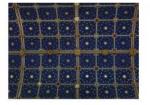
APPLY FOR A GRANT

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



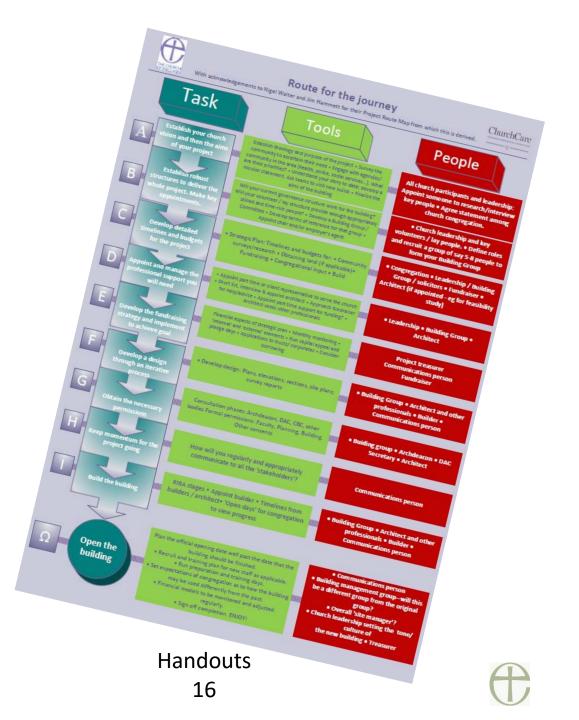
DEVELOP A GROWTH STRATEGY FOR YOUR DIOCESE

Integrate church buildings with your mission and ministry planning



Need to plan

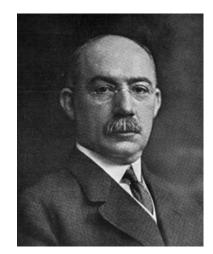
- Project route map
- Planning means a project management approach
- The time it all takes
- Grant application need to reach RIBA stage 2, other conditions
- Various ways GANTT chart



Planning - Gantt chart

• List of tasks

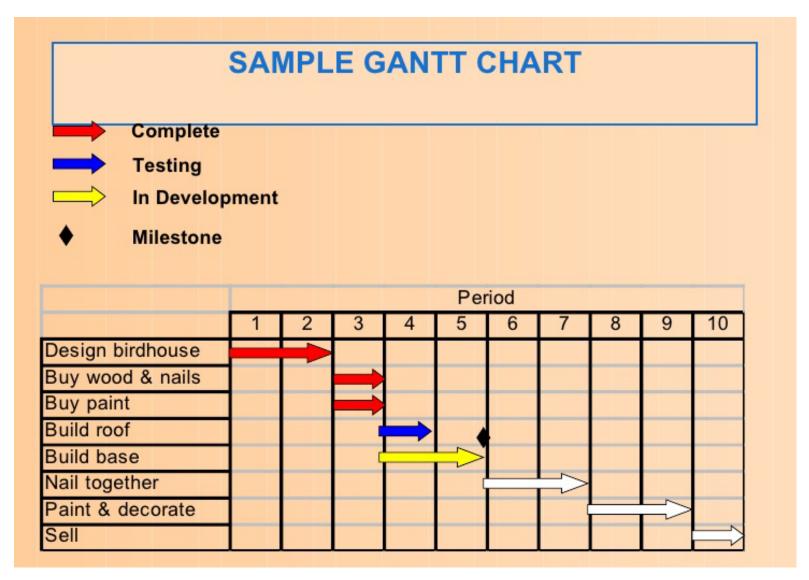
- Who has to do them
- How long each task takes
- What has to happen first
- What resources you need





Gantt chart – make a bird-table for sale

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1	assumed 12 month build time		0	MONTHS			0			0	IX.	-	IVI	IN	<u> </u>		9	IX	0	-	0	v	vv	~	-	~	-
2	TASK AREA			BEFORE																							
3		START	FINISH	OPENING	48	47	46	45	44	43	42	41	40	39	38	37	36	35	34	33	32	31	30	29	28	27	2
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5	ESTABLISH VISION AND AIMS																										
6	Discuss with congregation	48	44																								
7	Survey community	40	38																								
8	Engage with local agencies	40	37																								
	Visit other new builds	47	40																								
	Develop a mission statement	35	33																								
	Finalise aims of building	33	33																								
	ESTABLISH STRUCTURES																										
	Governance structures	32	28																								
	Develop Terms of ref for Building Group/ Committee	33	30																								
	Appoint chair and group	33	33																								
	DEVELOP TIMELINES & BUDGETS																										
17	Develop this Gantt Chart	48	48																								
	Develop a business/mission plan	32	30																								
	Develop financial plan	30	30																								
	APPOINT & MANAGE																										
	Appoint 'agent' if applicable	30	30																								
	Appoint architect & opther professionals	28	28																								
	Appoint fundraising advisor	28	28																								
	Appoint fundraiser	26	26																								
	Communicate targets	30	0																								
26	FUNDRAISING																										
27	Enhance financial plan with fundraising details	28	26																								
	Run capital appeal	24	24																								
	Monthly pledge appeal	24	24																								
	Run trust and corporate appeals	20	16																								
	Communicate progress	28	0																								
32	DESIGN																										
33	Land acquistion	assumed																									
	Develop plans, elevations, etc	28	20																								
35	Agree OS costings	20	18																								

http://www.parishresources.org.uk/wp-content/uploads/Gantt-Chart.xls





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View Basket

Product	Qty	Price per Unit	Price per Media	Price per Line		Media			
Microsoft Project 2016	1	£67.07	£10.00	£77.07	Remove	Media 64 Bit <			

* 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.

Continue Shopping

Go to Checkout



16 minute tutorial: <u>https://www.youtube.com/watch?v=sPwURRG9_Gs</u>





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 nextday delivery
- LED bulbs from LED Hut free nextday delivery
- Computer software from Phoenix
- Eventbrite for ticketing
- Church supplies with discount code
- Fire safety from Safelincs



Sign up for Parish Buying and newsletters

National Stewardship Team	HOME ABOUT
Email List	
Register your contact details below for our monthly email newsletters.	
First Name: *	

Last Name: *

Upon submitting this form, you will receive an email inviting you to register on the Parish Buying website. If you then sign up, you will receive the Parish Buying newsletter automatically and access to our nationally negotiated contracts.

E-mail: *

If you would also like to receive updates from other services, please click on the appropriate boxes below. You may choose more than one category:

Tick the newsletters you would like to receive:

Parish Resources Newsletter (quarterly resources for churchwardens, treasurers, PCC secretaries and incumbents)

Churchcare newsletter (the Church Building Council's Regular Message - mainly about maintenance, repairs, funding, re-ordering projects

Shrinking the Footprint newsletter (quarterly) Church's environmental campaign)





SEARCH

BUYING GUIDES CONTACT MY ACCOUNT

TABLETOP UNITS

HOME CATEGORIES CONTACTLESS DONATIONS SELF-SERVICE UNITS TABLETOP UNITS

These units can be positioned on a table, or have a handle attached to make them mobile.



Payacharity - Acceptacard

Acceptacard's solution for charities can include the basic setup (illustrated) but there also lots of different ways to incorporate the unit into furniture and to secure it.

For pricing please scroll down to the table below.



GBx Core from GoodBox

Alongside their large donation units, Goodbox have developed a range of smaller units.

With 6 hours of battery life, or 12 hours with optional battery handle and a 5.5 inch touch

screen allowing you to easily and effectively

communicate your fundraising message. For pricing please scroll down to the table below.





SumUp with Donations App

The difference between this and the original attended SumUp unit is the ability to make quick repeated payments, which is ideal for donations.

This is currently the most affordable self-service option, but is more of a DIY solution (you will need to purchase an Android tablet). Click on the button below to find out more about the app and how to request it.





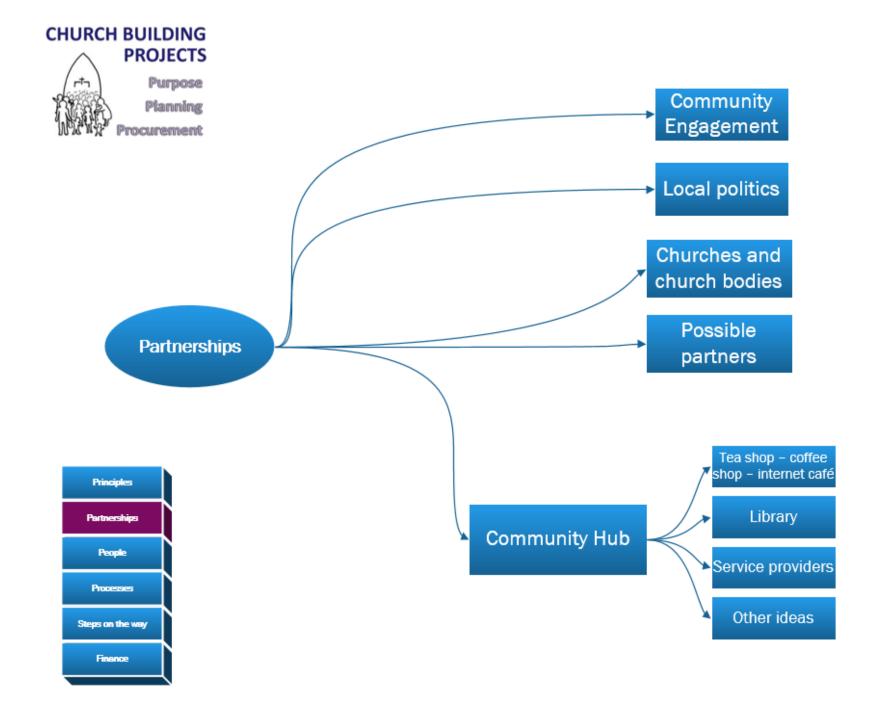




Sharing

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



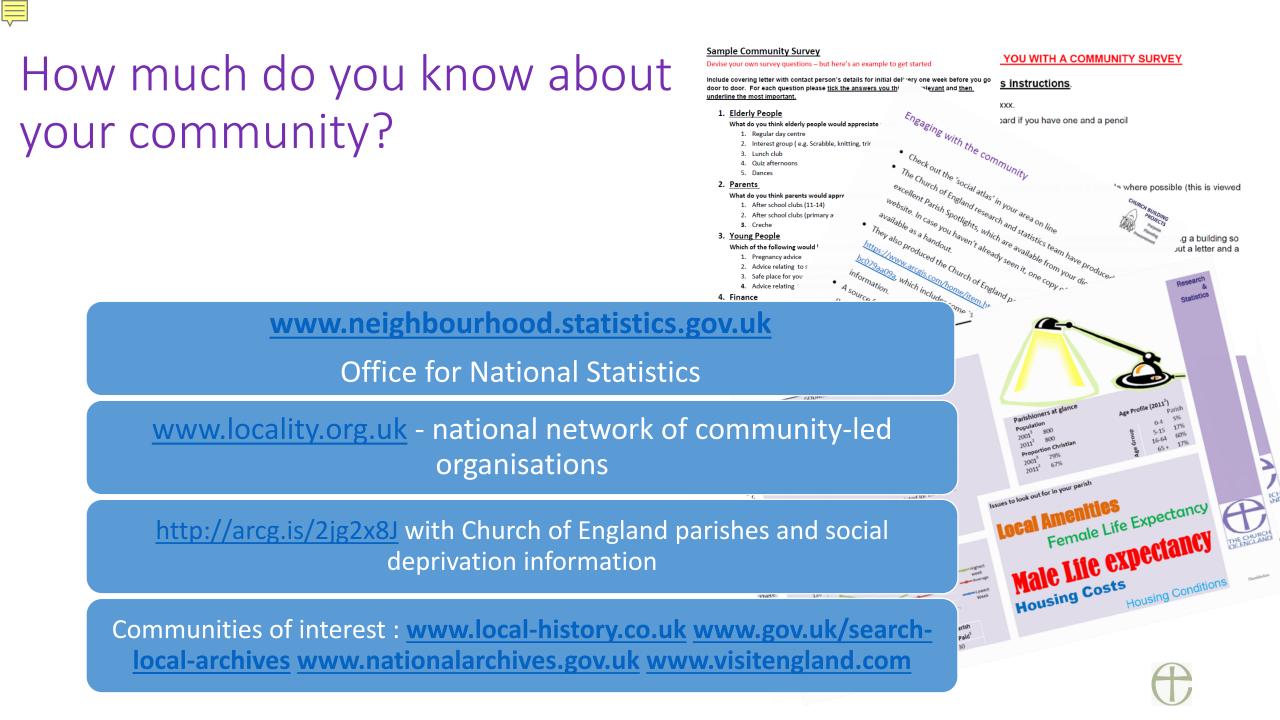




Community Engagement

- Survey
- Consultation
- Public meeting
- Focus groups
- Schools/social atlas of your parish or area
- Draw up an influence/stakeholder map and meet them





About Content Legend Demolished Closer to

• Grade I?

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arishes



- Durham
 ERichmond https://www.richmondshire.gov.uk/planning/planning-policy/local-plan-2012-2028/
- <u>Calderdale http://calderdale.objective.co.uk/portal/planning services/lp17/lpid</u>
- Bradford https://www.bradford.gov.uk/planning-and-building-control/planning-policy/what-is-a-development-plan/

http://www.parishresources.org.uk/wp-content/uploads/FG-5-Template-Community-Audit-

http://www.parishresources.org.uk/resources-for-treasurers/funding/funding-guides-capital-

- Huddersfield https://www.citypopulation.de/php/uk-england-yorkshireandthehumber.php?cityid=E35001402
- <u>Leeds https://www.leeds.gov.uk/planning/planning-policy/adopted-local-plan</u>
- Barnsley https://www.barnsley.gov.uk/media/9924/local-plan-adopted.pdf

Chester-le-Street

Gateshead

Gateshead West

Houghton-le-Spr

Jarrow

Wearmouth

Extra-parochial place fundraising/

Survey.docx

https://www.planningportal.co.uk/info/200126/applications/70/community_infrastructure_levy

orr lees Middlesbrou



Purpose

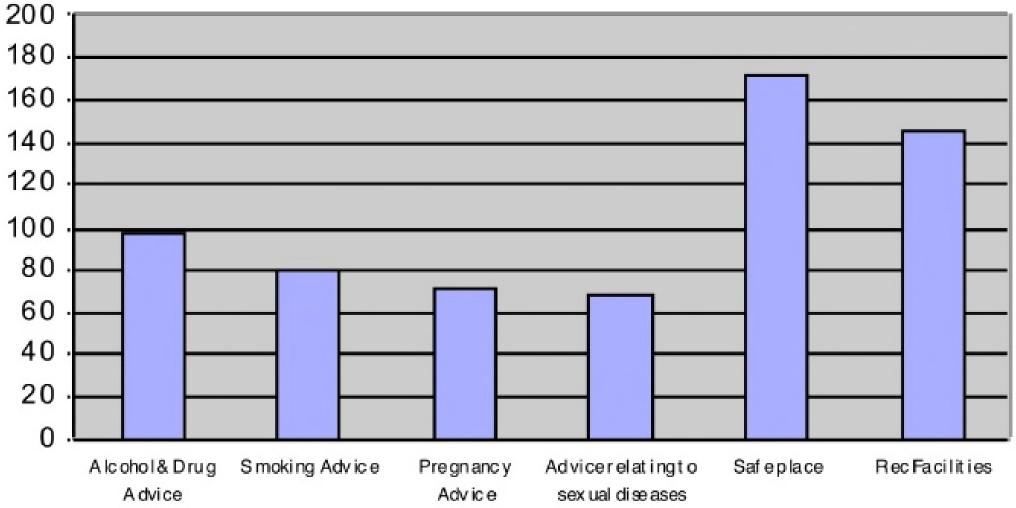
Sharing

Open forum on your experience of finding out what the needs are in your parish or area

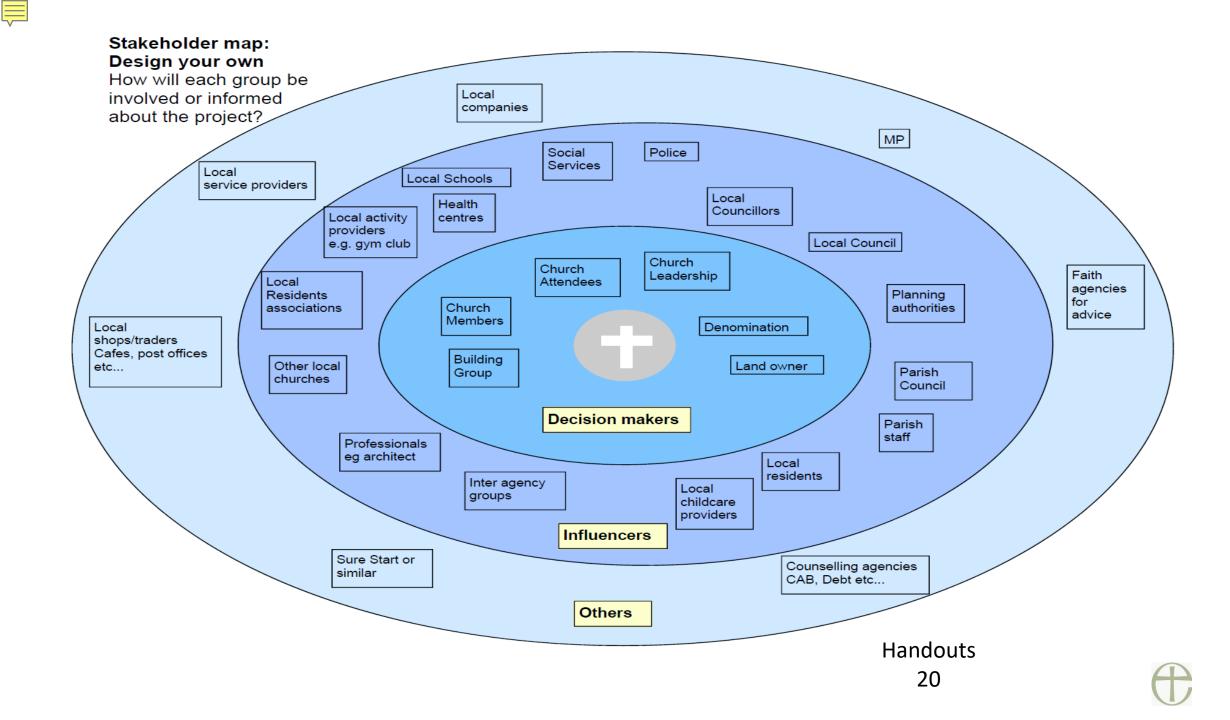


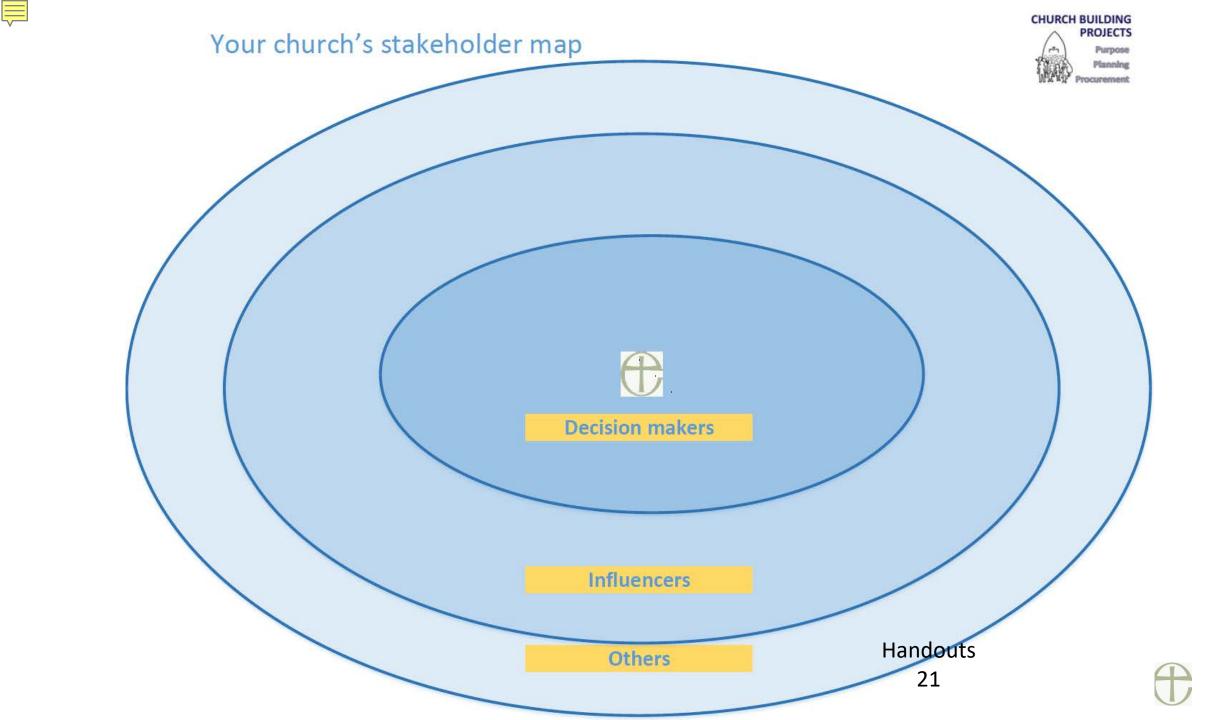
People saying "Yes" to Young People Issues

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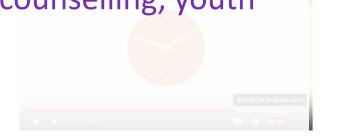
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Local Government & Politics

- 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/



2. Contact us using the form below, including the location of the organisation itself.

3. A local Citizens organiser will be in touch to tell you what is going on in your area, and will offer to meet with you to discuss further (if there is no Citizens alliance in your area, you could help start one).



SIGN IN





GET INVOLVED ~ LOCAL CHAPTERS ~



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

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- 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/chur ch-resources/churchcare/advice-andguidance-church-buildings/sharing-yourbuilding

http://www.stpauloldford.com/vision/frequen tly-asked-questions/

https://www.hereford.anglican.org/Crossingth ethresholdtoolkit/

http://www.inspirednortheast.org.uk/usefulinformation/

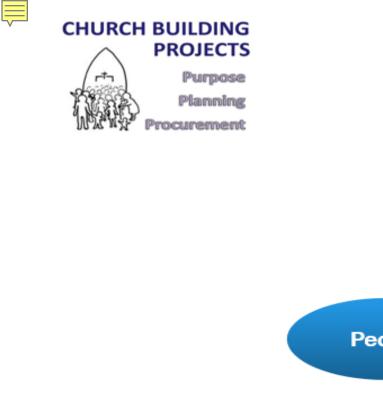
https://www.canterburydiocese.org/media/o utlook/churchbuildings_winter2013.pdf



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 Swainsthrope 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

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Principles

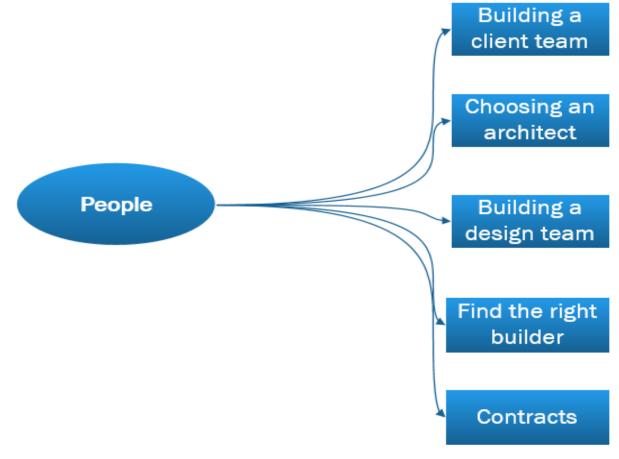
Partnerships

People

Processes

Steps on the way

Finance



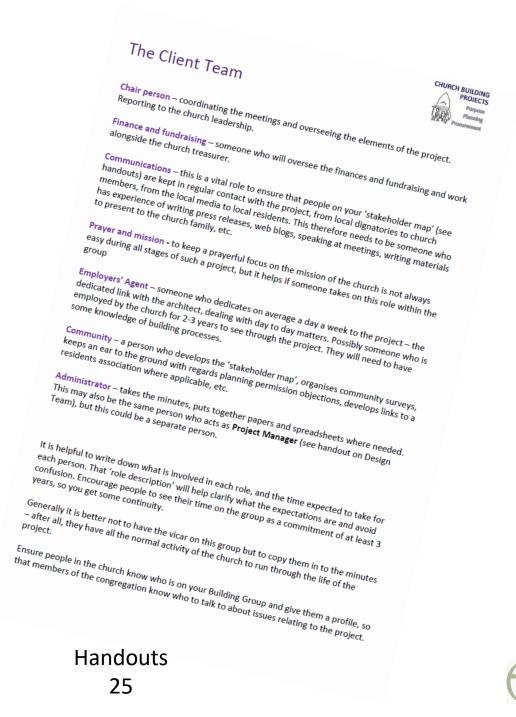


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Building a client team

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





Other essential roles

Health & SafetyPoint of contact for professionals, builders etc



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Group share

Share

How to find the volunteers

Worth a try: <u>https://do-it.org/</u> www.indeed.co.uk

<u>Richmond - https://rcva.org.uk/VolunteerCentre/Volunteers.aspx</u>

<u>Harrogate and Ripon - https://www.harcvs.org.uk/volunteer</u> <u>Huddersfield - https://volunteeringkirklees.org.uk/</u>

> https://www.royalvoluntaryservice.org.uk/ https://www.vcas.org.uk/ http://www.gvoc.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/accreditati on
- \checkmark Practice of the right size

Not so obvious things

- ✓ Good relationship
- ✓ Imagination
- ✓ Keep to scope
- ✓ Good value
- set of drawing presenter, wit ✓ Dialogue for design t Once you ha achieve mission through a p the next sta Tendering objectives For peop respond t interviev

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

Handouts

scoping

'superfluous'). Good possible.

But scoping is not

is being sought.

Scoping people

To get to a desig define the need project there are

someone who

For wor works s



28-30

Handouts

Page | 1

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

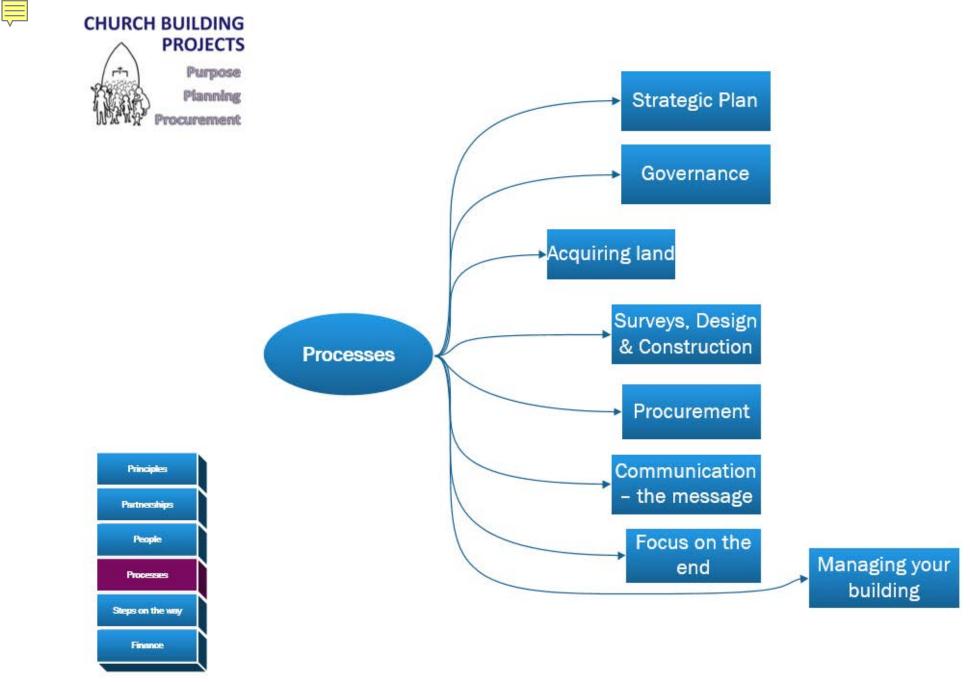


Find the right principal contractor

- 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

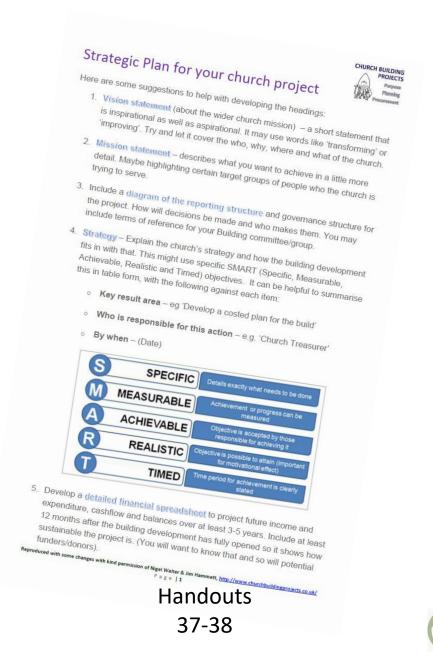






Strategic Plan

- 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)



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	Home Sign In Register Church Search Site Map Church Heritage Record Search the site P Home Applications Churches Contact Help Welcome to the Church Heritage Record The Church Heritage Record contains over 16,000 entries on church buildings in England covering a wide variety of topics including architectural history, archaeology, art history and the surrounding natural environment. It is continuously being updated and should not be regarded as complete - find out more. Search for your church by name and click on the red symbol in the map to access its record. Or find groups of buildings by clicking "Find a set of Churches". You may also be interested in this map of renewable energy use in our churches.	() A https://facultyonline.churchofengland.org/FAS/Form8/Form8.aspx?id=933#Ap 90% C Search 2 Edit 1 2 3 An area to upload documents produced e.g. survey/excavation reports @ Edit Please upload heritage-type documents that were produced as part of the Faculty. This could include:
Surveys, Design & Construc	<complex-block></complex-block>	Heritage statements Archaeological reports Conservation reports of buildings or objects Plans & photographs The information you upload will be stored in the <u>Church Heritage Record</u> Document Title: Please write the full title of the report. Year/Date: Year only Originator: Please write the name of the Author (full name: First, Initial, Surname), Organisation, Archaeological Unit, Architectural Firm, etc. Copyright: Who owns the copyright to this document? If you are uncertain, write the name of the report's author(s)/organisation. Description: Summarise the report's content and conclusions. Document: Click browse to upload the file. E Document title: Vear / Date: Originator: Copyright: Description:

https://facultyonline.churchofengland.org/churches



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Project route map: 8 RIBA stages, 0-7

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0	RIBA 🛱		into a number of key stages. The	content of stages may vary or over	igning, constructing, maintaining, arlap to suit specific project require professional services contracts and	operating and using building projec ments. The RIBA Plan of Work 201 I building contracts.	ts 3 www.rib	aplanofwork.com
RIBA Plan of Work 2013			2	3	4 ()	5	6	7
Tasks 🔻	Strategic Definition	Preparation and Brief	Concept Design	Developed Design	Technical Design	Construction	Handover and Close Out	In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Passibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract .	Undertake In Use services in accordance with Schedule of Services.
Procurement *Variable task bar	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	of the design or the design or the design or the design or the second se	trategy does not fundamentally a le level of detail prepared at a give nges will vary depending on the s Contract. A bespoke RIBA Plan ering and procurement activities t relation to the chosen procurement	en stage. However, selected procurement of Work 2013 will set that will occur at each	Administration of Building Contract , including regular site inspections and review of progress.	Conclude administration of Building Contract.	
Programme *Variable task bar	Establish Project Programme.	Review Project Programme.	Review Project Programme.	stages overlapping or be 2013 will clarify the	ay dictate the Project Programm ing undertaken concurrently. A be a stage overlaps. The Project Pro stage dates and detailed program	spoke RIBA Plan of Work>		
(Town) Planning *Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applica A bespoke RIBA	ations are typically made using th Plan of Work 2013 will identify v application is to be made.	e Stage 3 output. when the planning>	•		
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments. Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments. Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Pian. Consider Construction Strategy, including offsite fabrication, and develop Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction and Health and Safety Strategies.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submitsion and any other third party submissions requiring conset. Review construction Strategy, including sequencing, and update Health and Safety Strategy.	Review and update Sustainability Strategy and implement Handover Strategy, including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing complication of VAs- constructed' Information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation, review of Project Performance, Project Outcomes and Research and Development aspects. Updating of Project Information, as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint — 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint — 3	Sustainability Checkpoint — 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint — 7
Information Exchanges (at stage completion)	Strategic Brief.	Initial Project Brief.	Concept Design including outline structural and building services design, associated Project Strategies , preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	'As-constructed' Information.	Updated 'As-constructed' Information.	'As-constructed' Information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required. BA Plan of Work 2013 via www.rtbaplanotw	Required.	Required.	Not required.	Not required.	Required.	As required.

So What Are The Stages?

The system comprises 8 stages, numbered from 0-7 (I). Briefly, this is what each

 Stage 0 – Strategic Definition: This is the stage when you're deciding whether or not you have a project at all - it may involve a feasibility study to explore whether a building project is a good idea, and if so what the

 Stage 1 – Preparation and Brief: Here you decide what you hope the project will achieve (the 'Brief' part), and commission any surveys, for example of an existing building or piece of land (the 'Preparation' part).

- Stage 2 Concept Design: Here you start seeing some proposals, initially in sketchy form, and later with more formal drawings. At the end of this stage you will have decided what product it is they are trying to buy - how big the building is, what it looks like, and what you will be able to do with it.
- Stage 3 Developed Design: The design is developed further and a planning application is submitted.
- Stage 4 Technical Design: At this stage other members of the design team input and co-ordinate design information - for example the structural and
- Stage 5 Construction: The contractor gets ready to begin work and then
- Stage 6 Handover and Close Out: The builder hands the completed building over and after a period (typically a year) any subsequent defects related to the building work are addressed, and the building contract is
- Stage 7 In Use: This allows for post-occupancy evaluation and review of whether the project achieved what it set out to.

Comments

The programme shown is for a substantial project with typical timings assuming a fair wind; sometimes the stages may become more drawn out - for example there may be a pause while sufficient funds are raised to be confident making a start with the

Adapted from www.churchbuildingprojects.co.uk with kind permission of Nigel Walter & Jim

Handouts 39-41



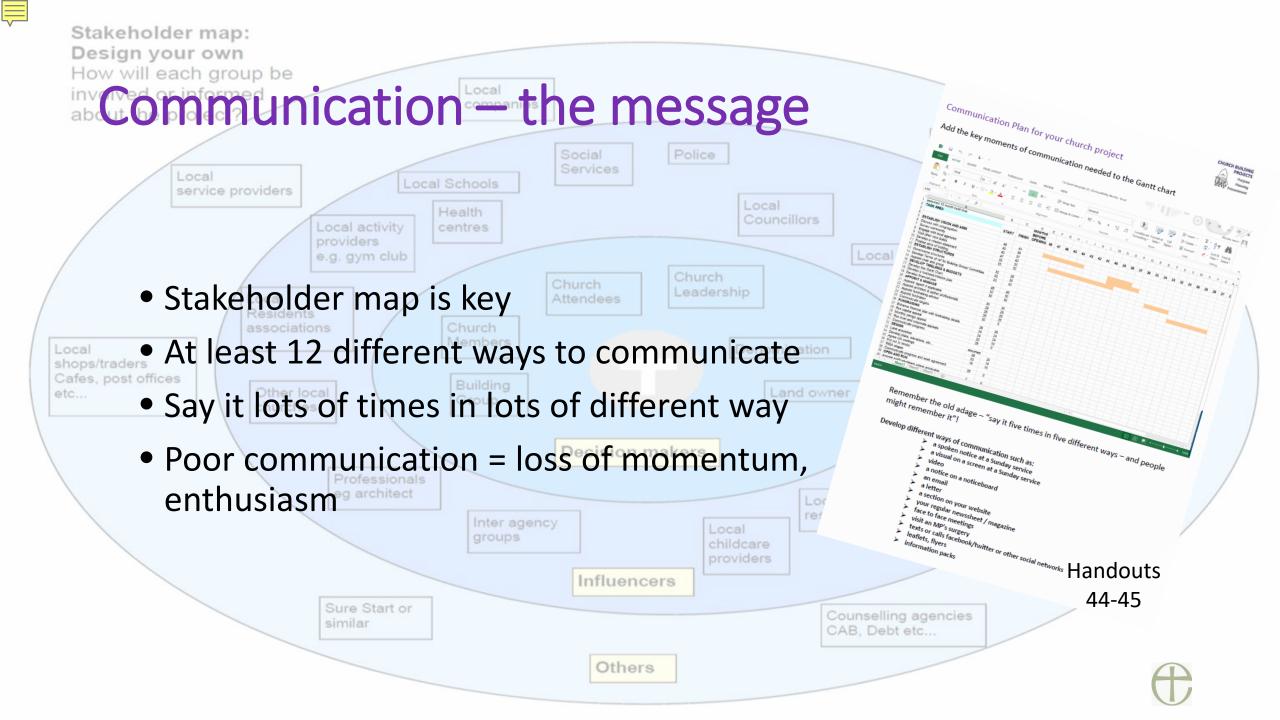
Procurement – the stages

- Scoping
- Supplier selection
 - Shortlisting & research
 - Supplier selection
- Pricing and terms
- Contracting



Procurement

Of course, good procurement is part of good stewardship. Making good use of the resources at o



Purpose

Sharing

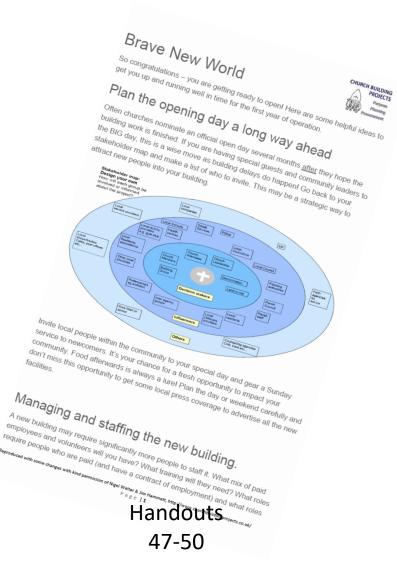
Short discussion on communication – have you experience at your church (or elsewhere) – some tips or questions you would like to share?



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

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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

for large capital items	KNOWN	COST per	ANNUAL	Year	Inte	rvals						COST over
	CYCLE	CYCLE	COST	2	5	10	15	20	25	30	other	30 YEARS
REGULAR MAINTENANCE											·	
Clean Gutters and Downpies	3 months	200	800									24,000
Clean Gullies and drains	3 months	50	200									6,000
Boiler Service	annual	200	200									6,000
Ventilation Service	annual	200	200									6,000
Portable Electric Appliances Test	annual	125	125									3,750
Vermin and Rodent Control	3 months	70	280									8,400
Cleaning window glass	2 yr	500	250	*								7,500
Lightning Conductor Test	2 yr	100	50	*								1,500
Fire Extinguisher Test/replacement	annual	150	150									4,500
Electrical Installation Test	5 yr	3,000	600		*	*	*	*	*	*		18,000
Painting Exterior metal/wood	5 yr	5,000	1,000		*	*	*	*	*	*		30,000
Churchyard Grass-mower service, fue	annual	300	300									9,000
Churchyard Landscape/Trees	annual	500	500									15,000
Churchyard walls pointing & clear ivy	5 yr	1,000	200		*	*	*	*	*	*		6,000
Repointing Various Areas	2 yr	3,000	1,500	*								45,000
Total			6,355									190,650

10 yr	5,000	500										
	5,000	500		*		*		*			15,000	
20 yr	10,000	666			*				*		20,000	
as & when	3,000	300			*		*		*		9,000	
100+ yr	25,000	834				*					25,000	
100+ yr	60,000	2,000					*				60,000	
10 yr	3,000	300		*		*		*			9,000	
10 yr	3,000	300			*		*		*		9,000	
150 yr	150,000	3,000								50	90,000	
25 yr	25,000	833						*			25,000	
25yr	15,000	500						*			15,000	
25 yr	35,000	1,166						*			35,000	
15 yr	12,000	800				*			*		24,000	
20 yr	18,000	600					*				18,000	
		11,799									354,000	
											Ц	andouts
			Proj	ect Ta	rget	Comp	letio	1			П	anuouu
one off	18,000	3,600		*								
one off	130,000	13,000			*							F 4
one off	500	100		*								51
		16,700										-
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http://www.parishresources.org.uk/wp-content/uploads/Asset-Management-Plan.xls

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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

	KNOWN	COST per	ANNUAL	Year	Inte	rvals						COST over
	CYCLE	CYCLE	COST	2	5	10	15	20	25	30	other	30 YEARS
REGULAR MAINTENANCE												
Clean Gutters and Downpies	3 months	200	800									24,000
Clean Gullies and drains	3 months	50	200									6,000
Boiler Service	annual	200	200									6,000
Ventilation Service	annual	200	200									6,000
Portable Electric Appliances Test	annual	125	125									3,750
Vermin and Rodent Control	3 months	70	280									8,400
Cleaning window glass	2 yr	500	250	*								7,500
Lightning Conductor Test	2 yr	100	50	*								1,500
Fire Extinguisher Test/replacement	annual	150	150									4,500
Electrical Installation Test	5 yr	3,000	600		*	*	*	*	*	*		18,000
Painting Exterior metal/wood	5 yr	5,000	1,000		*	*	*	*	*	*		30,000
Churchyard Grass-mower service, fue	annual	300	300									9,000
Churchyard Landscape/Trees	annual	500	500									15,000
Churchyard walls pointing & clear ivy	5 yr	1,000	200		*	*	*	*	*	*		6,000
Repointing Various Areas	2 yr	3,000	1,500	*								45,000
Total			6,355									190,650

CAPITAL REPAIRS				Whe	n wor	'k wil	l be r	equir	When work will be required									
Churchyard Paths	10 yr	5,000	500		*		*		*			15,000						
Felt roofs to boiler roof and organ loft	20 yr	10,000	666			*				*		20,000						
Repair/replace window feramenta	as & when	3,000	300			*		*		*		9,000						
North Aisle Mullions	100+ yr	25,000	834				*					25,000						
Pinnacles to tower	100+ yr	60,000	2,000					*				60,000						
High Level Internal Cleaning	10 yr	3,000	300		*		*		*			9,000						
Lead Roofs patch repair	10 yr	3,000	300			*		*		*		9,000						
Lead roof replace (100 years old)	150 yr	150,000	3,000								50	90,000						
Electric Lighting upgrade	25 yr	25,000	833						*			25,000						
Electric Power upgrade	25yr	15,000	500						*			15,000						
Heating & Boiler upgrade	25 yr	35,000	1,166						*			35,000						
Kitchen & Toilets upgrade	15 yr	12,000	800				*			*		24,000						
Ventilation System Replace	20 yr	18,000	600					*				18,000						
Total			11,799									354,000						

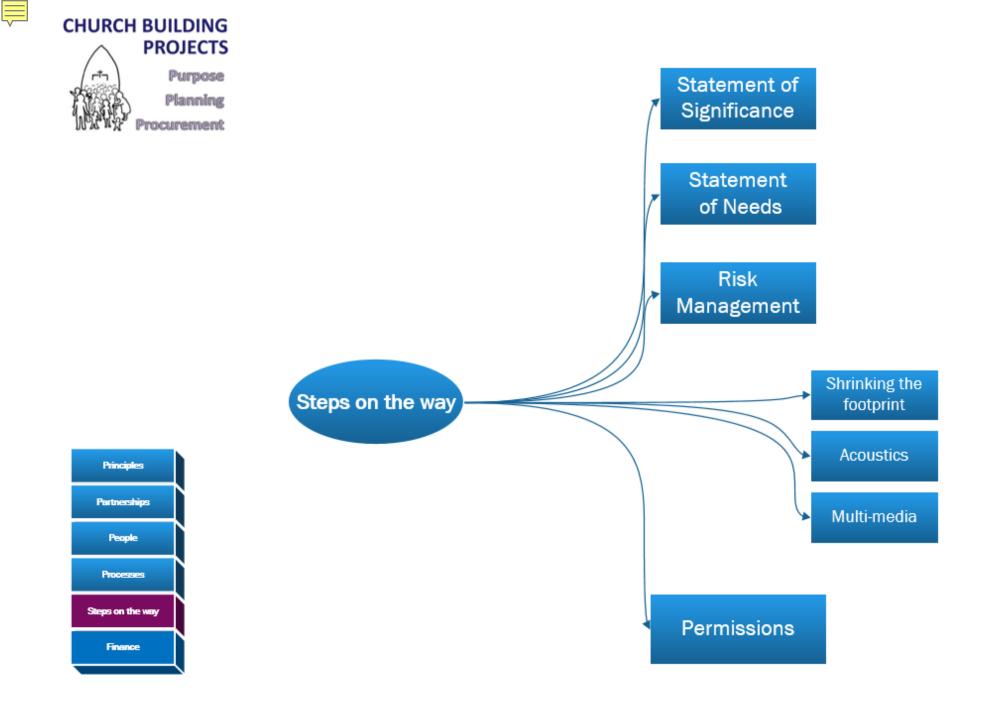
IMPROVEMENTS & NEW WORKS		Project Target Completion									
Fire Alarm & Emergency lights install	one off	18,000	3,600		*						
Re-ordering, new rooms & office	one off	130,000	13,000			*					
New Mower	one off	500	100		*						
Total			16,700								

AMP annual total (£) to be raised:	34,854	



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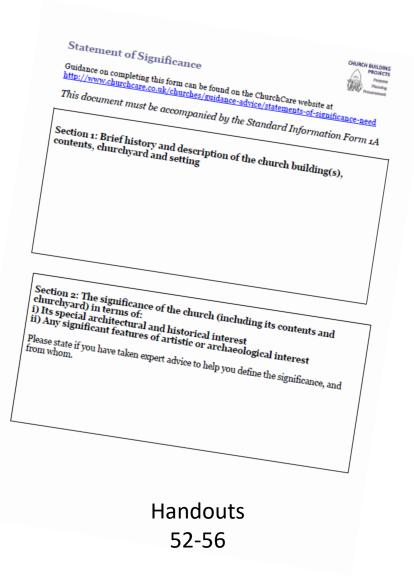






Statement of Significance

- 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





https://www.churchofengland.org/more/church-resources/churchcare/advice-andguidance-church-buildings/statements-significance-and-needs

THE CHURCH OF ENGLAND				SEARCH THIS SITE		Q
A CHRISTIAN PRESENCE IN EVERY COMMUNITY	OUR FAITH	LIFE EVENTS	FAITH IN ACTION	PRAYER AND WORSHIP	ABOUT	More +

Statements of significance and needs

WHAT IS A STATEMENT OF

SIGNIFICANCE?

MAJOR CHURCHES

Church resources

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ChurchCare

Advice and guidance for church buildings

Cathedral Fabric Commission

Church Buildings Council WHAT IS A STATEMENT OF NEEDS? MAJOR PROJECTS WHY ARE STATEMENTS OF SIGNIFICANCE AND NEEDS IMPORTANT?

ChurchCare campaigns

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

ChurchCare events ChurchCare news

Conservation committees

Contact the Cathedral and Church Buildings division

Making changes to your building and churchyard

 Our conservation grants

Download our guidance

We can help you focus on what's important.

Statement of significance and	
needs	
Statement of significance and	
needs template	

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



Statement of Needs

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

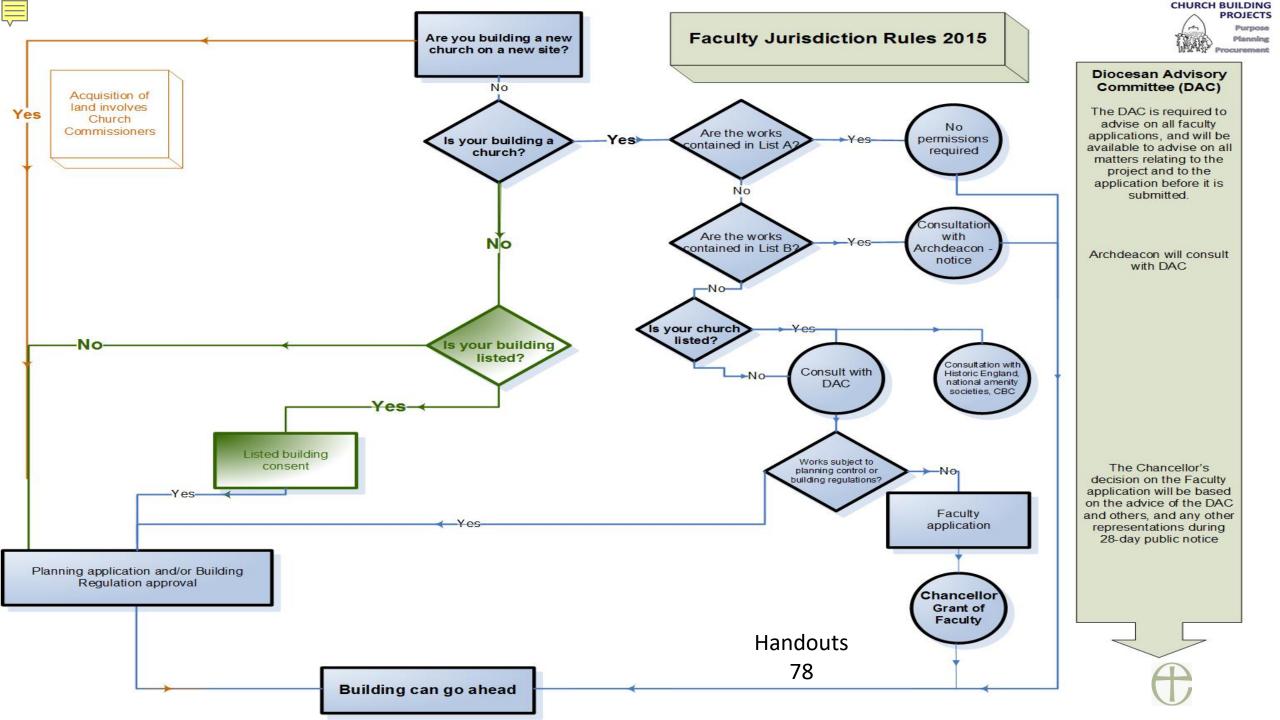
Acoustics

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

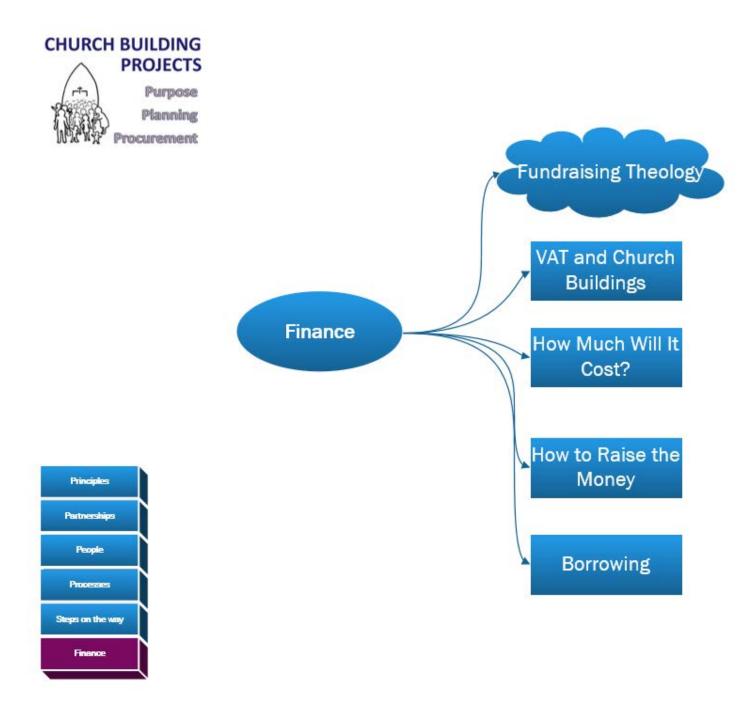
Multi-media

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

		Acoustics				
		The acoust			CHURC	PROJECTS Parpose Planning
		Specialist may be remu practice	ing performance of the		CTS	ocurentarie
		Multi-Media		Purp Plan Procuree		Ð
		Sound Desk		CHURCH BUILDING PROJECTS Purpose Planning		
		Assuming	int	(WAR Production	of	
	It is car coi th ni if Foi sen	rinking the footpr of difficult to make the theological insistently lived way beyond our mean at creation was made good and its at creation and form the orientation and form	erevolution, we in vees- revolution, see in vees- ins. If Genesis 1-3 teach- poiledness is down to me he on the religious Right r dring this in the first place have a Christian duty to look a major source of energy us out how we design and use with ample opportunity to put and most basic opportunity to put and most basic opportunity to put of the building. The more lergy it will be, because it a volume (act)	after the world as best we we and therefore greenhous our buildings. And more an environmental theolog itites for saving energy a spread-out your buildi will have a higher ratio tivity).	are in ing is of	
ne	Can 'tradi natur eproduce tp://www	the inserver area (and muss surface area (and muss significant impact on the placed those window a Building Construct di through the building Su minimum standard if y Heat recovery: Ai thou into the building. Screi, Photovoltaic ce Repr Repr Government to come down a l a simple payb.	Ig as simple as how year ow much energy it uses, fift from the sun during the scan cause it to overhee iden. The next place to loo fabric. Building Regulati of insulation; if we want to ur rooks, walls and windo ny mechanical ventilation ism, so that waste heat is old (PVs) . These general he grid. This is a technoloc make any financial sensi ol. With the subsidy this i ack somewhere in the 9- hat pump to maintain the 19- hat pump to maintain the sub-	With windows with lewinter months, or if ba at in the summer. ok is the amount of nea ons set a (gradually imit to be green, we should wis. In system should have a so to pumped outside ba te electricity for use loc opy that still requires a e, though this level of s is effectively a simple in 13 year timescale. PV/s building at a backgroun were the at exchange e at to 'move' heat fit	adly at loss proving be aimit heat ut fed t ally and subsidy nvestme can we d temp rs - it is om outs	from has ent, with ork very erature. ; the same side to y produce
Handout 69-77	ιδ	teornology inside. Heat Reproduced with some	: These are our fridge, but as used in your fridge, but to pumps consume electric changes with kind permission of Nigel W P a g	akter & Jim Hammett, http://www. , e \1	(Ð

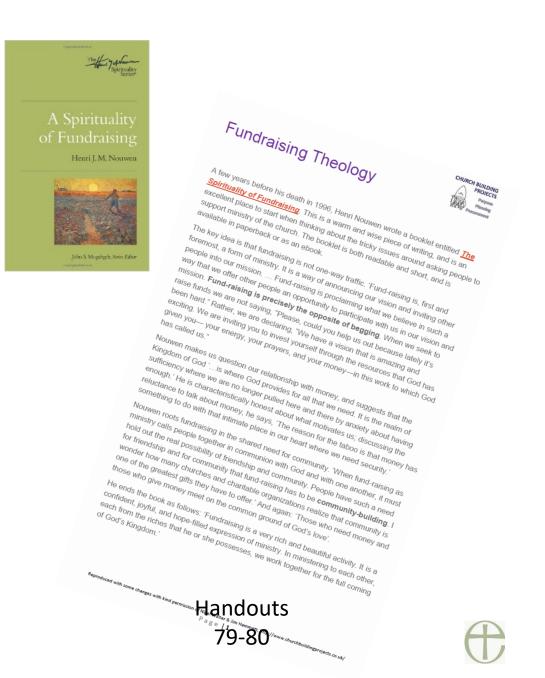








- Form of ministry
- Sharing of vision
- Shared need for community
- Opposite of begging



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How to Raise the Money



83-87

- Internal: Capital Appeal, Congregational Pledges, Sponsored events, Online
 Appendix 1: A constitution (this is
- 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)
- <u>http://www.parishresources.org.uk/resources-for-treasurers/funding</u>
- <u>http://www.parishresources.org.uk/friends-schemes/</u>
- <u>http://www.parishresources.org.uk/legacies/</u>

How to Raise the Money

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Indicative Campaign Timeline (Excerpt)

	Actions	J	A	S	0	N	D	J
	1. Planning Phase							
	2. Private Phase							
	3. Public Phase							
	4. Consolidation Phase							
	Campaign Plan							
	Internal Preperation							
	PCC Meetings							
	Business Plan							
 Attend 'Planning a Successful Capital Campaign' 								
-								
workshop	Campaign Management							
• This template available as	Campaign Budget							
 Inis template available as 								
	Chair Recruitment							
	Campaign Volunteer Recruitment						-	
	Chair Recruitment for Sub Committees							
	Team Meetings				-1			
	Identifying networks & contacts							
	Grant Makers Identification							
	Individual donor Identification			_				
	Internal Communications Plan							
	Campaign Materials Preperation							
	Private Phase Information & Events Preperation							
	Donor Acknowledgement & Stewardship Planning					_		
	Campaign Volunteer Ask Training							<u> </u>



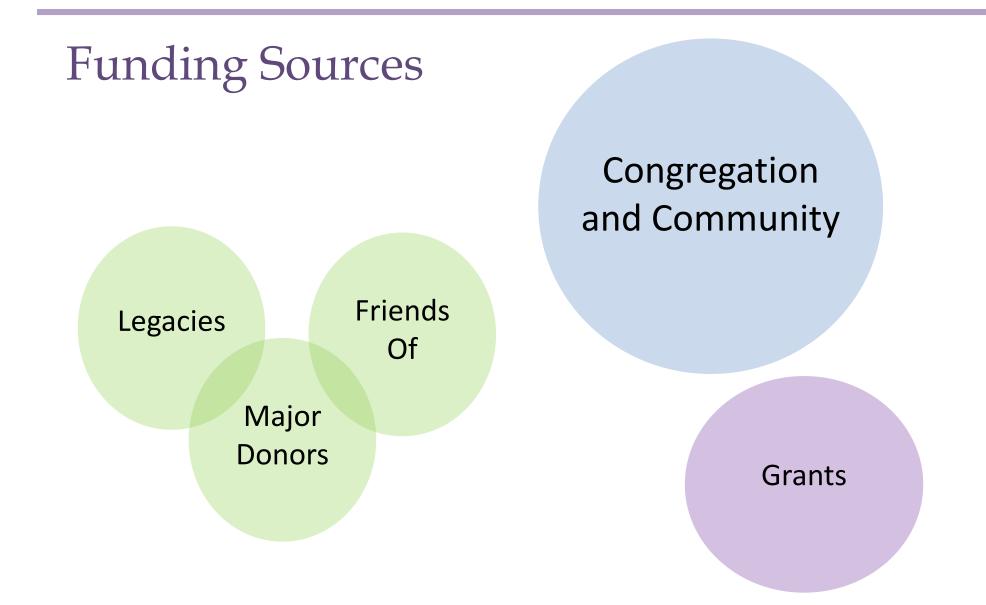
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Funding Sources









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



LOTTERY FUNDED

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

National Churches Trust

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 <u>www.fundingcentral.org</u>
- 2. Funds for Historic Buildings <u>www.ffhb.org.uk</u>
- 3. Heritage Funding Directory <u>www.theheritagealliance.org.uk/funding</u>
- 4. Recent Church / Local Projects
- 5. DAC



Finding the Funders



https://www.parishresources.org.uk/wp-content/uploads/Charitable-Grantsfor-Churches-Feb-2019.pdf

National Grants List

Charitable Grants for Churches

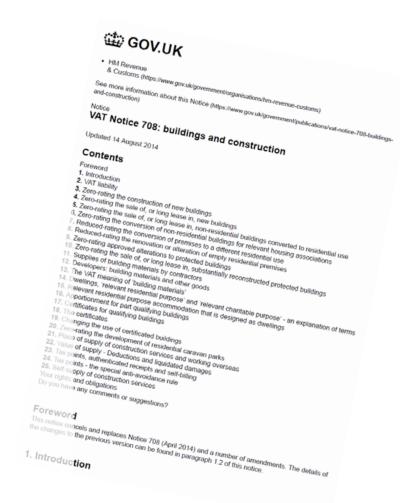
Contents:

Conservation, Preservation, Heritage & RestorationP2-12Bells, Organs, Windows & Other Specific FundingP13-19Community Projects / Improved FacilitiesP20-27

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?

Template for 5 year period - 3 years before build, one year build and one year after opening



Using the budget template CHURCH BUILDING PROJECTS Having a robust system of budgeting is vital to the success of the project. That not only consists of naving a rouse system or outgeting is vital to the success or the project. That not only cons income and expenditure but ensuring you have sufficient cashflow to pay for your project. There is an Excel template that you can use for a 3 year period leading up to a build and for 2 years There is an excertempiate that you can use for a 3 year period reading up to a build and for 2 years afterwards (to demonstrate sustainability of the project). See below for some notes on using this You may as a church want to appoint someone in addition to your church treasurer who will manage the finances of the building project in order to share the significant time required. Do a major review of your budget at least every year and monitor it on a monthly basis. If you decide to use the helpful budget template from Churchbuildingprojects.co.uk, this can be in you decide to use the helpful budget template from unurchoulidingprojects.co.uk, this can be downloaded from the Downloads section on that website (it will also be available on the handouts You will of course need to be familiar with Excel. Please take care not to change formula in the cells Start by entering your opening balance (cell C49 coloured in light yellow on purple tab sheet Year-3).

Handouts

81-82

http://www.parishresources.org.uk/wp-content/uploads/Building-Budget.xls



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 (<u>http://www.parishresources.org.uk/friends-schemes/</u>)



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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?

