

Church Building Projects: Purpose, Planning, Procurement

Thanington, Diocese of Canterbury – 15 March 2018

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Acknowledgements

Much of this material has been produced by others, and is reproduced here with their generous permission.

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*.

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 www.parishresources.org.uk and an email will be sent to you when it is published

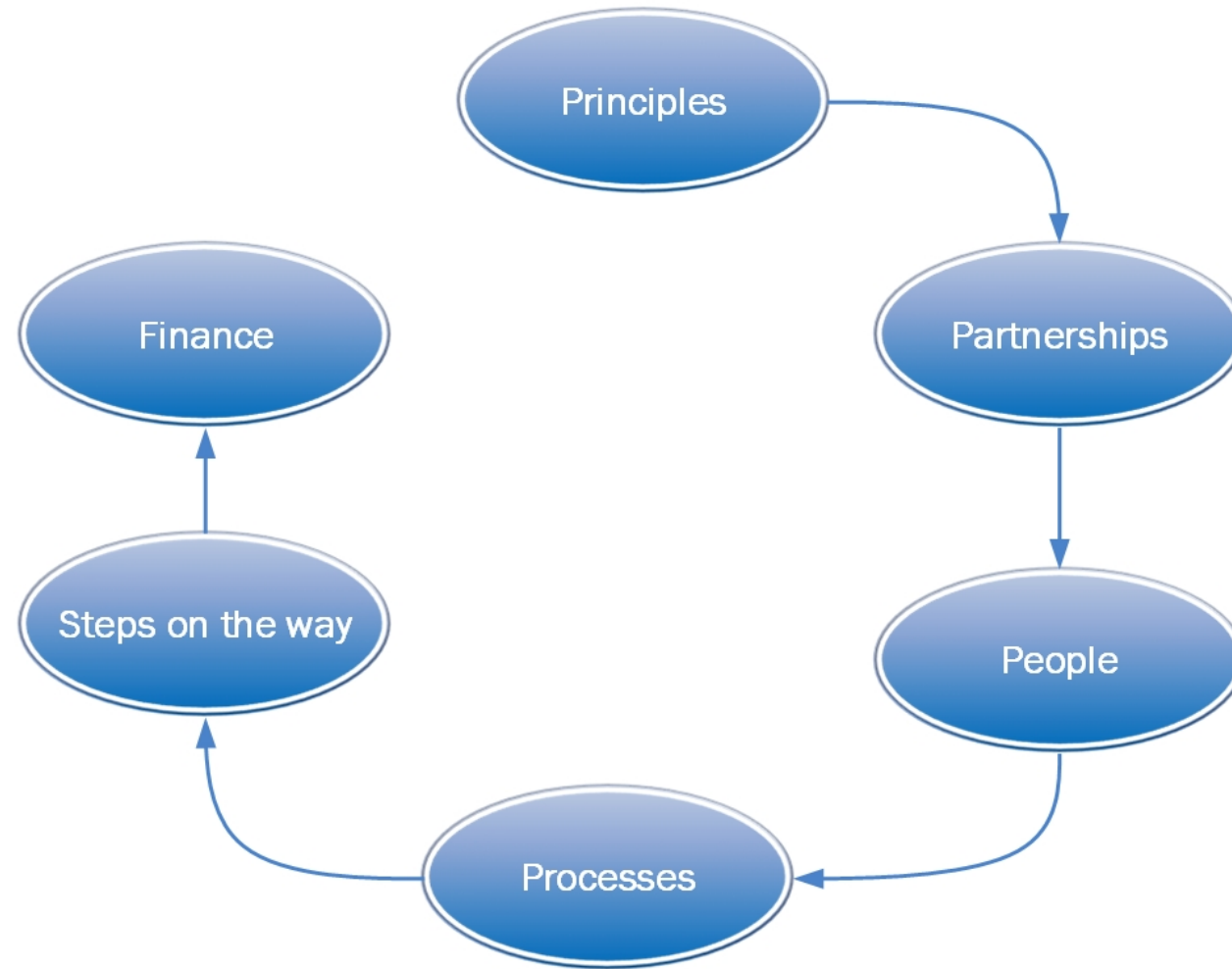


09.30 am	Registration, refreshments
10.00 am	Welcome and introductions
10.25 am	Introduction and session 1: Principles
11.10am	Break, coffee
11.30am	Session 2: Partnerships
12.15pm	Session 3: People
01.00pm	Lunch
01:45pm	Session 4: Processes
02.30pm	Session 5: Steps on the Way
03.00pm-03.15pm	Tea
03.15pm	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 - securing
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 - amenity
societies - choosing an architect - tips on planning - keeping
project live - time scales - congregational tittle-tattle -
permissions - terminology - funding stages - terms of delegation to
building committee - solicitors - grantfinder or fundfinder -
Friends Scheme - Legacies - the project manager role - good
communications - defining stakeholders - Friends' Scheme -
mission - 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





CHURCH BUILDING PROJECTS



Purpose
Planning
Procurement



Commitment
Contribution
Participation
Mission





The Journey

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

www.parishresources.org.uk/buildingprojects





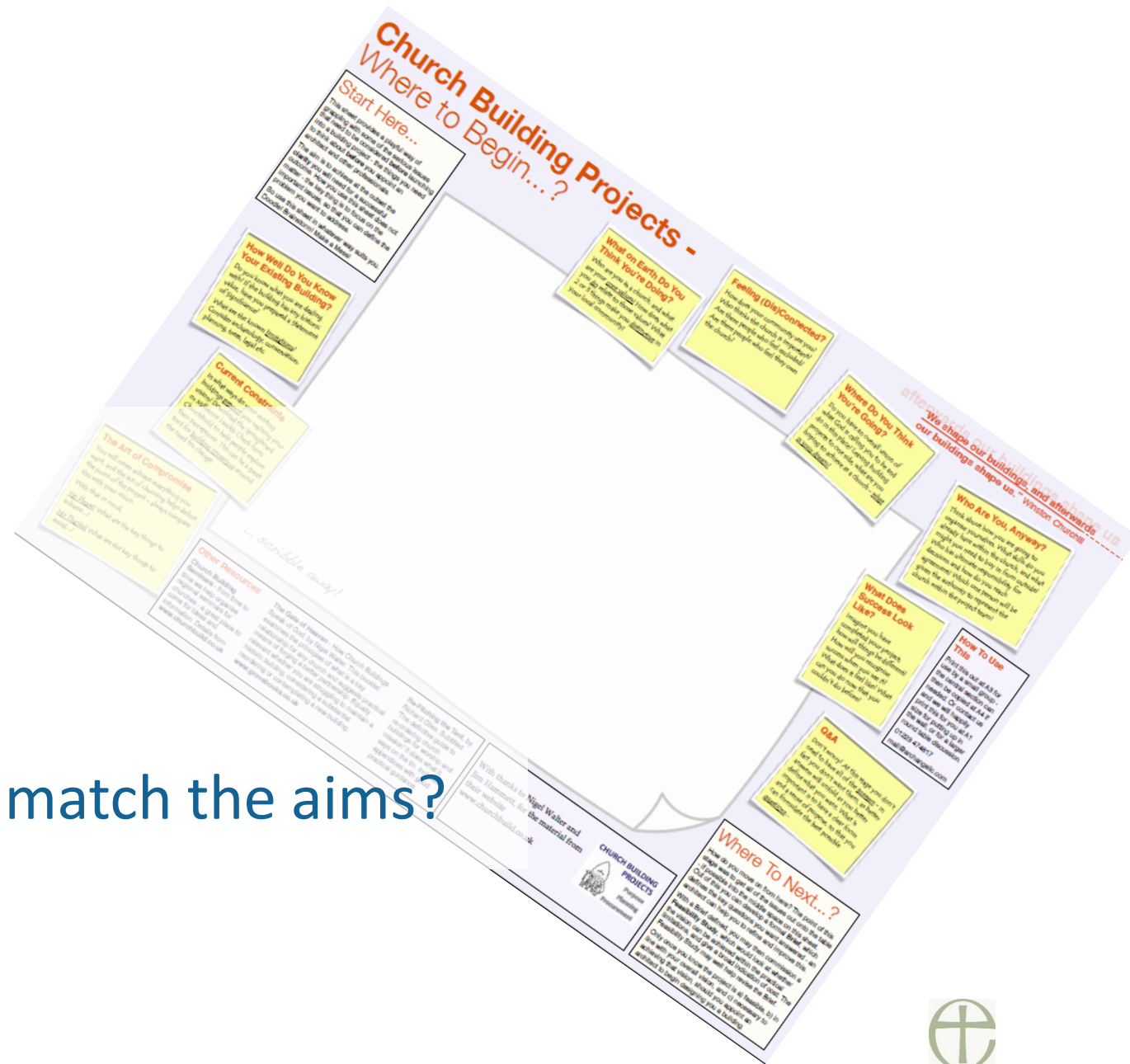
....and afterwards

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...?

afterwards our buildings shape us
"We shape our buildings, and afterwards
our buildings shape us." Winston Churchill

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. How you use this sheet does not matter - the key thing is to focus on the important issues, so that you can define the problem you want to address.

So use this sheet in whatever way suits you. Doodle! Brainstorm! Make a Mess!

How Well Do You Know Your Existing Building?

Do you know what you are dealing with? If the building has any historic value, have you prepared a Statement of Significance?

What are the known limitations? Consider archaeology, conservation, planning, trees, legal etc

Current Constraints

In what ways do your existing buildings prevent you realising your vision? Download the Springboard or Milestone Health Check from Churchbuild to help people explore their perceptions. This can be a great tool for building consensus around the need for change.

The Art of Compromise

You will never achieve everything you want, and the act of choosing helps define the point of the project - always compare this with your vision.

With that in mind...

Yes Please! What are the key things to achieve...?

No Thanks! What are the key things to avoid...?

What on Earth Do You Think You're Doing?

Who are you as a church, and what are your core values? How does what you do relate to those values? What 2 or 3 things make you distinctive in your local community?

Feeling (Dis)Connected?

How does your community see you? Who thinks the church is important? Are there people who feel excluded? Are there people who feel they own the church?

Where Do You Think You're Going?

Do you have an overall vision of what God is calling you to be and do in this place? Leaving building projects to one side, what are you hoping to achieve as a church - what is your dream?

Who Are You, Anyway?

Think about how you are going to organise yourselves. What skills do you already have within the church, and what might you need to buy in from outside? Who has ultimate responsibility for decisions and how do you reach agreement? Which one person will be given the authority to represent the church within the project team?

What Does Success Look Like?

Imagine you have completed your project: how will things be different? How will you recognise success when you see it? What does it feel like? What can you do now that you couldn't do before?

How To Use This

Print this out at A3 for use by a small group - the central section can then be copied at A4 if needed. Or contact us and we will happily print this for you at A1 size for putting up in the wall, or for a larger round table discussion.

01223 474817
mail@archangelic.com

Q&A

Don't worry! At this stage you don't 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 important is to have a clear focus and a sense of purpose, so that you can formulate the best possible questions.

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 - if possible into the middle space on this sheet. Out of this you can develop a formal **Brief**, which defines the key questions you want answered - an architect can help you to refine and improve this.

With a Brief defined, you may then commission a **Feasibility Study**, which would look at whether the vision can be achieved within the practical limitations, and give a broad indication of cost. The Feasibility Study may well help revise the Brief.

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.

... scribble away!

Other Resources

Church Building Seminars - from time to time we help organise regional seminars for churches - a great place to come for ideas and information. Details from www.churchbuild.co.uk

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 forging a better partnership. Equally relevant whether you are struggling to maintain a historic building, considering a substantial reordering or contemplating a new building. www.grovebooks.co.uk

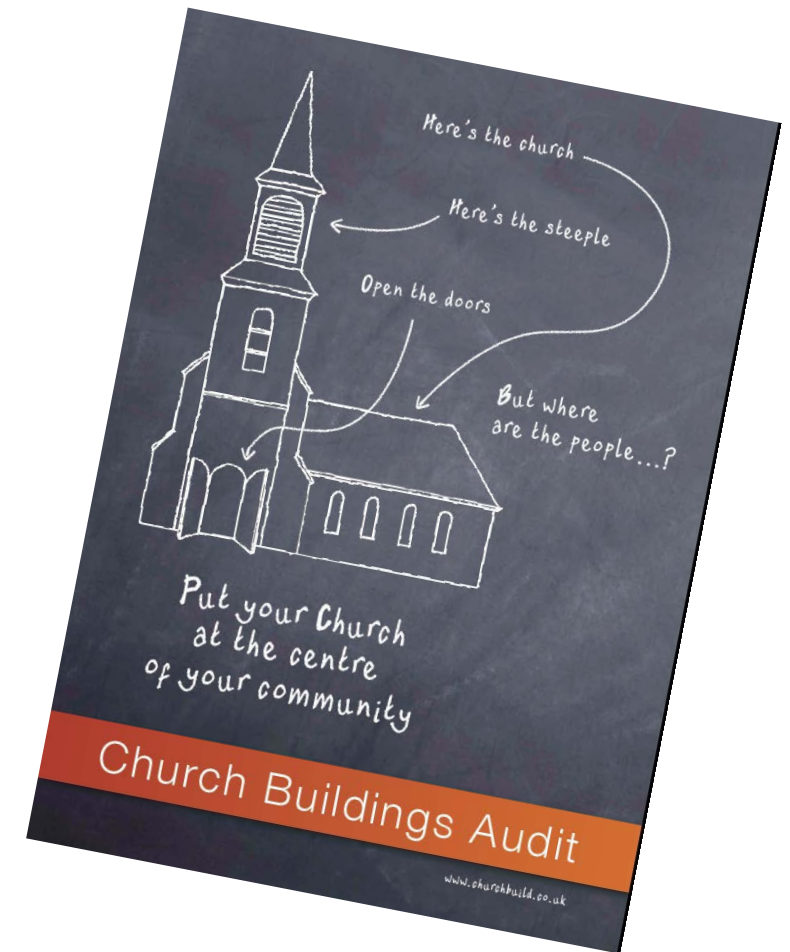
Re-Pitching the Tent, by Richard Giles. Subtitled 'The definitive guide to re-ordering church buildings for worship and mission' it does what it says on the tin. Includes appendices with good practical guidance.

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



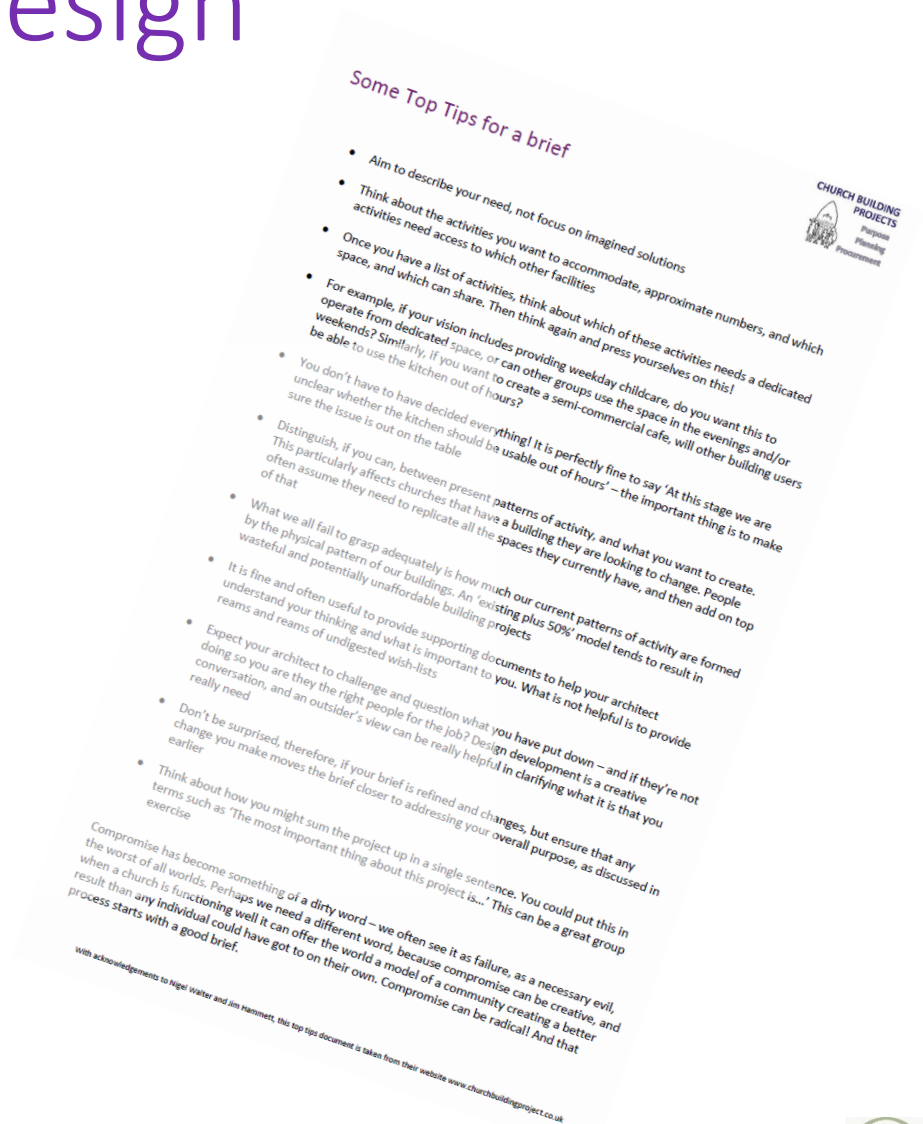
Narrative: story of the building

- 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



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



Search ... 

ChurchCare
Cathedral and Church Buildings Division, Archbishops' Council

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[Funding and Grants](#)
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[Art, Artefacts & Conservation](#)
[Open and Sustainable](#)
[Closed and Closing](#)
[News and Campaigns](#)
[Church Buildings Council](#)







[Managing Church Buildings](#)

- [Diocesan Advisory Committees](#)
 - [DAC Advisers](#)
 - [DAC contact details](#)
- [Diocesan Environmental Officers](#)
- [Churches Conservation Trust](#)

Bath & Wells:
Mrs Sarah Davis
Bath & Wells DAC Secretary
14 Market Place
WELLS
BA5 2RE
01749 674 747

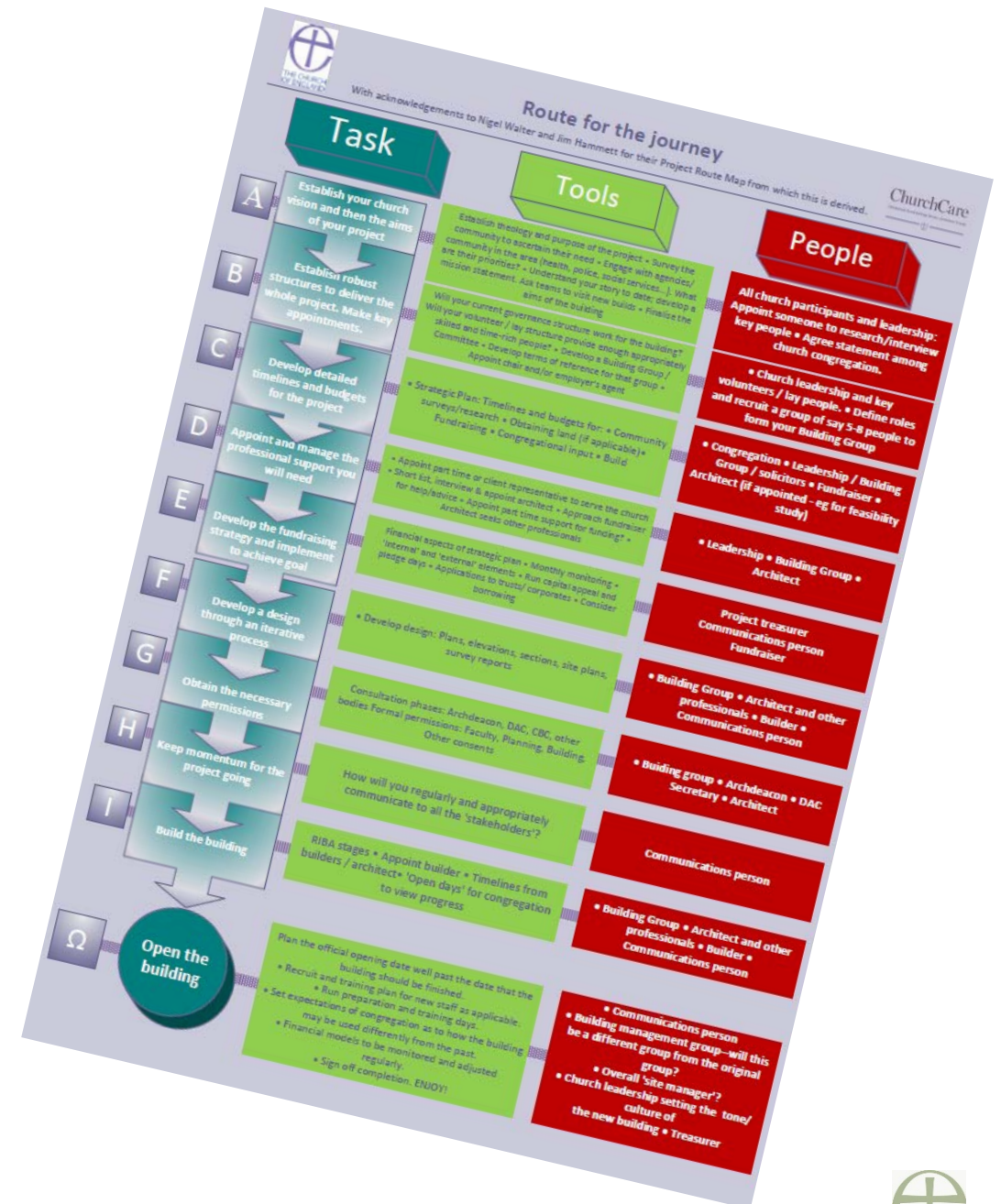
Birmingham:
Mr Adrian Mann
Care of Churches Officer
Church of England - Birmingham
1 Colmore Row
BIRMINGHAM
B3 2BJ
0121 426 0405

Blackburn:



Need to plan

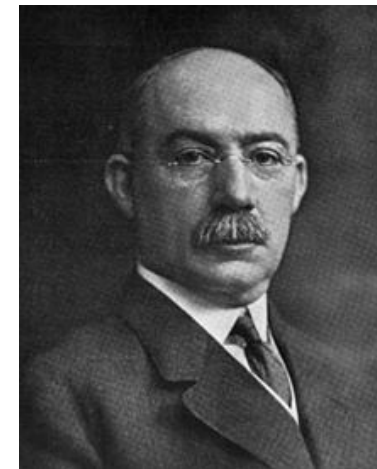
- Project route map
- Planning means a project management approach
- The time it all takes
- Grant application – need to reach RIBA stage 2, other conditions
- Various ways – GANTT chart



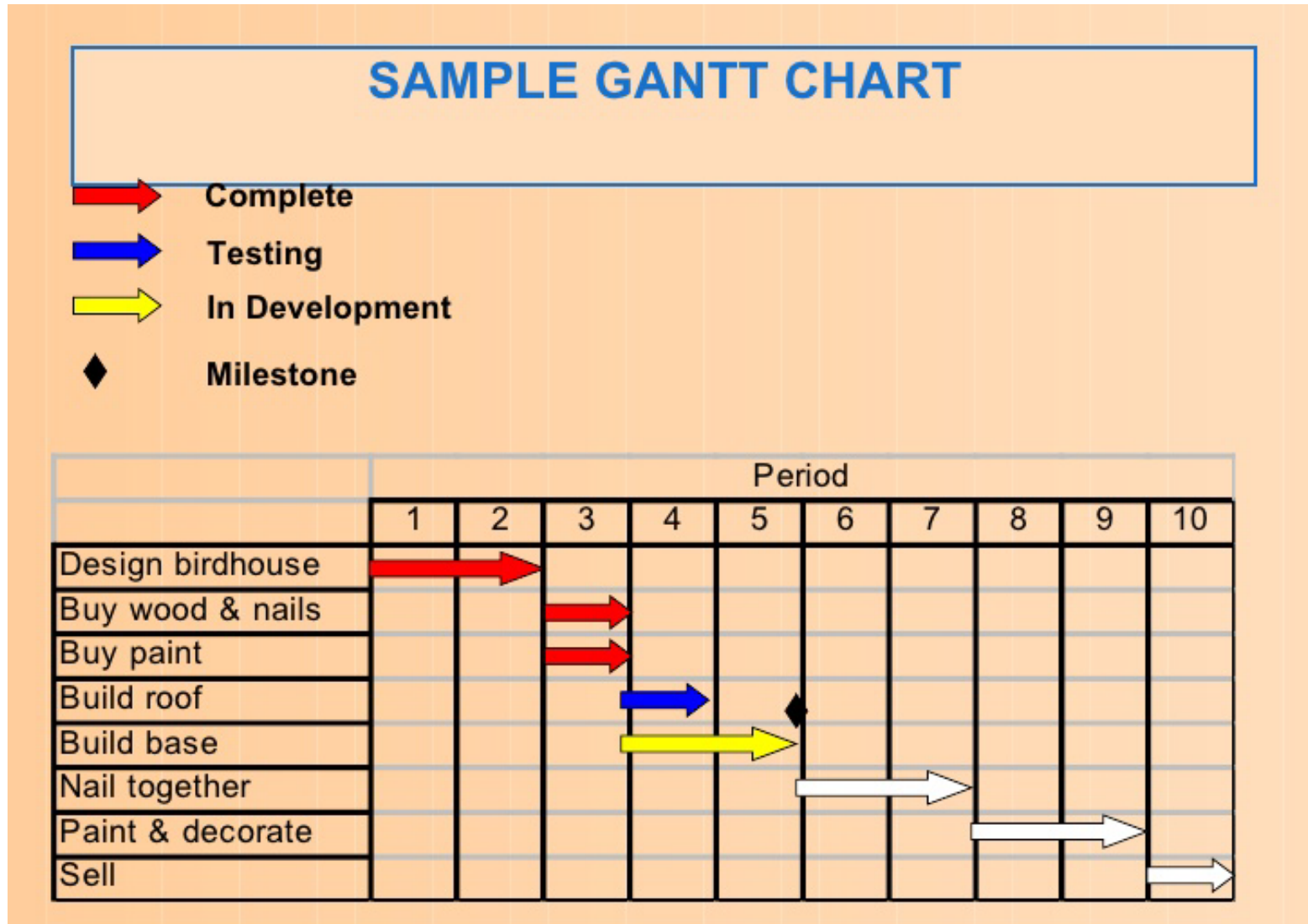


Planning - *Gantt chart*

- 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





FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW

Clipboard Font Alignment Number Styles Cells Editing

Font: Arial, 10, Bold, Italic, Underline, Color, Background Color

Alignment: Left, Center, Right, Justify, Merge & Center

Number: General, Percentage, Decimals, Thousands

Styles: Conditional Formatting, Format as Table, Cell Styles

Cells: Insert, Delete, Format

Editing: Sort & Filter, Find & Select

	A	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	assumed 12 month build time			MONTHS																								
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	
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 & othper 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	26																									
28	Run capital appeal	24	24																									
29	Monthly pledge appeal	24	24																									
30	Run trust and corporate appeals	20	16																									
31	Communicate progress	28	0																									
32	DESIGN																											
33	Land acquisition	assumed																										
34	Develop plans, elevations, etc...	28	20																									
35	Agree OS castings	20	18																									

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





View Basket

Product	Qty	Price per Unit	Price per Media	Price per Line		Media
Microsoft Project 2016	<input type="text" value="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: 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
- Stationery, office and facilities management products
- LED bulbs from LED Hut
- Card readers ****NEW****
- Computer software from Phoenix
- Eventbrite for ticketing
- Church supplies with discount code
- Fire safety from Safelincs

Coming soon:

- Stand-alone donations units
- Self-audit centre



Sign up for Parish Buying and newsletters



National Stewardship Team

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 - the Church's environmental campaign)



THE CHURCH OF ENGLAND



YR EGLWYS YNG NGHYMRU THE CHURCH IN WALES



ParishBuying



Parish Resources

May Newsletter 2017

From: David Knight
To: Cathedral and Church Buildings
Cc: Regular message - Parish buy
Date: 03 May 2017 14:03:38
Subject: [mailto:001.org]
Attachments:

To All DAC Secretaries and CBC'

Energy brokers
We have become aware of a range of energy brokers who are now targeting individual dioceses. I want to highlight, in particular, the national energy brokers who are offering to supply electricity or gas last year on your behalf. This is a significant need across thousands of parishes, particularly in bulk, direct from the supplier.

Dear Nick
Welcome to the second instalment of the Parish Resources Newsletter for 2017. With most churches fresh from their APCM, we're highlighting several resources which should be useful for those stepping into new roles.

Please do remember to ask new church wardens or parish treasurers to subscribe to this newsletter. They can do that here: <http://bit.ly/2p9CiUj>
Or you can forward them this newsletter by [clicking here](#).



Changes to Grants for Places of Worship
The Heritage Lottery Fund has announced major changes to the way in which churches apply for funding, including the closure of the Grants for Places of Worship scheme later this year.

The Church and Cathedrals Building Division has produced a [briefing document](#) to guide dioceses and parishes as to our position on these changes and suggested next steps. They will update this document as matters progress.

Existing applications should not be affected and the next 2 terms of the scheme will run for 2017

IN THIS NEWSLETTER

- [1. HLF Changes](#)
- [2. Gift Aid Small Donations](#)
- [3. Legacy Materials](#)
- [4. New Treasurers Handbook](#)
- [5. Insurance Renewals](#)
- [6. Thy Kingdom Come](#)

February -
ice
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Purpose

Sharing

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

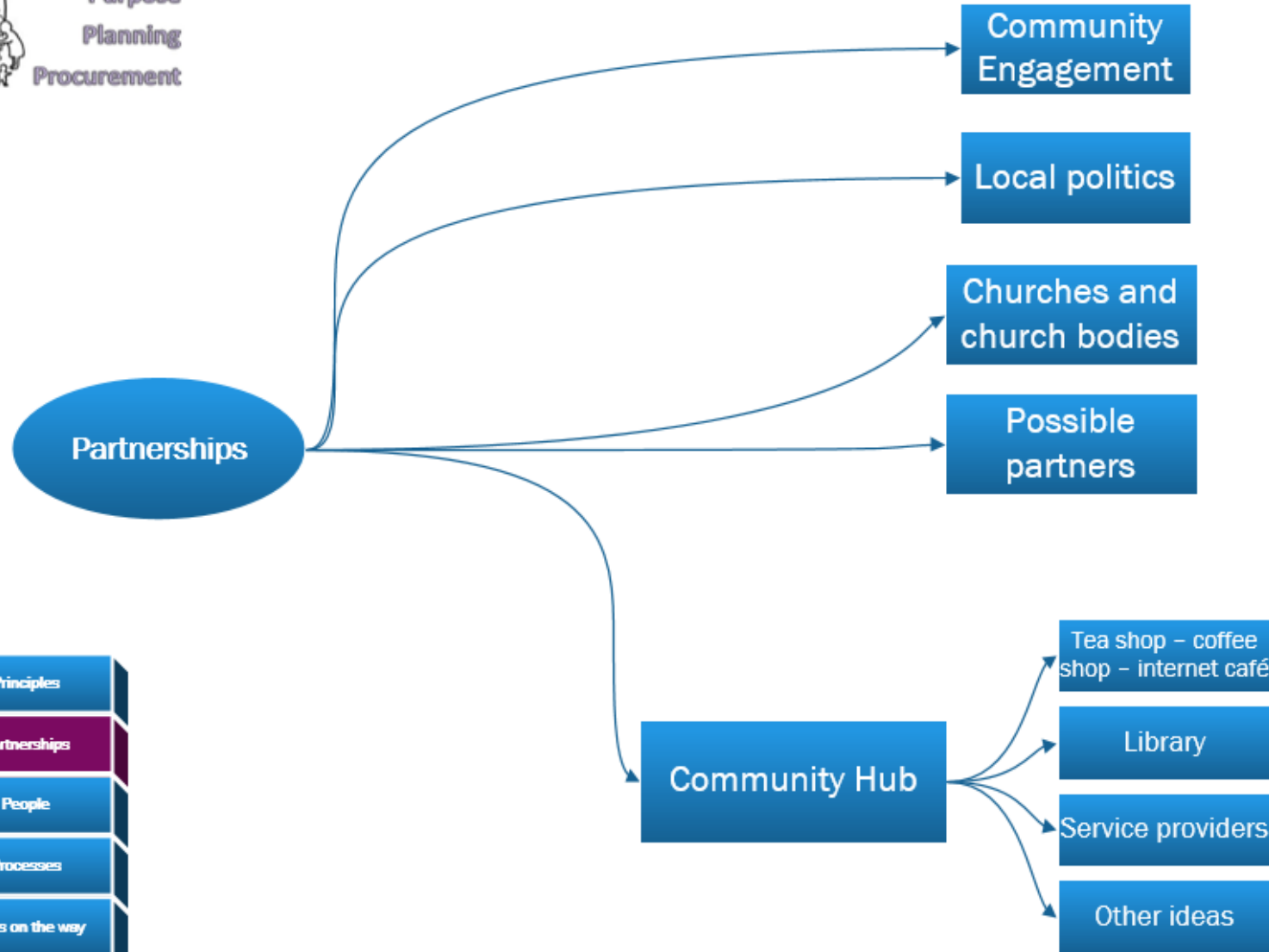




CHURCH BUILDING PROJECTS



Purpose
Planning
Procurement



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

Sample Community Survey

Devise your own survey questions – but here’s an example to get started

Include covering letter with contact person’s details for initial delivery one week before you go door to door. For each question please tick the answers you think are relevant and then underline the most important.

1. Elderly People

What do you think elderly people would appreciate

1. Regular day centre
2. Interest group (e.g. Scrabble, knitting, trir
3. Lunch club
4. Quiz afternoons
5. Dances

2. Parents

What do you think parents would appreciate

1. After school clubs (11-14)
2. After school clubs (primary age)
3. Creche

3. Young People

Which of the following would you like to see?

1. Pregnancy advice
2. Advice relating to drugs
3. Safe place for you
4. Advice relating to mental health

4. Finance

YOU WITH A COMMUNITY SURVEY

Instructions

XXX.

Read carefully if you have one and a pencil

Engaging with the community

- Check out the 'social atlas' in your area on line
- The Church of England research and statistics team have produced excellent Parish Spotlights, which are available from your directory website. In case you haven't already seen it, one copy of each is available as a handout.
- They also produced the Church of England parish directory information, which includes some interesting facts about your parish. A source of information, which includes some interesting facts about your parish.

where possible (this is viewed as a building so put a letter and a



Parishioners at glance

Population 2001 ¹	800
2011 ²	800
Proportion Christian 2001 ¹	79%
2011 ²	67%

Age Profile (2011¹)

Age Group	Parish
0-4	5%
5-15	17%
16-64	60%
65+	17%

Issues to look out for in your parish

Local Amenities

Female Life Expectancy

Male Life expectancy

Housing Costs

Housing Conditions



Closer to home



- <https://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent>
- <https://www.kpho.org.uk/>
- <https://www2.canterbury.gov.uk/media/1507001/Canterbury-District-Local-Plan-Adopted-July-2017.pdf>
- <https://www.ashford.gov.uk/planning-and-building-control/planning-policy/local-plan-to-2030/>
- <http://www.maidstone.gov.uk/home/primary-services/planning-and-building/primary-areas/local-plan-information>

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

<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





Purpose

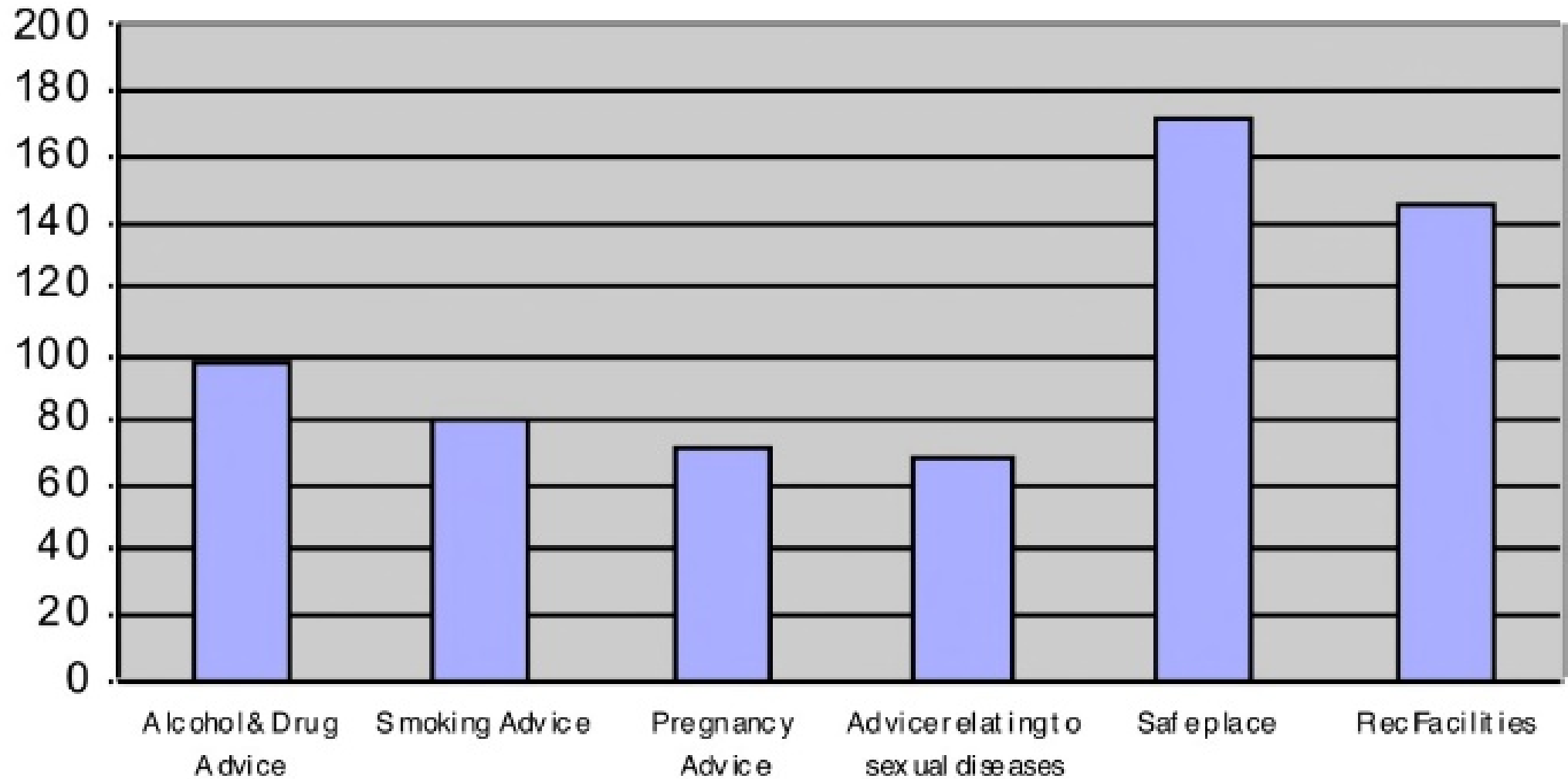
Sharing

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





People saying "Yes" to Young People Issues

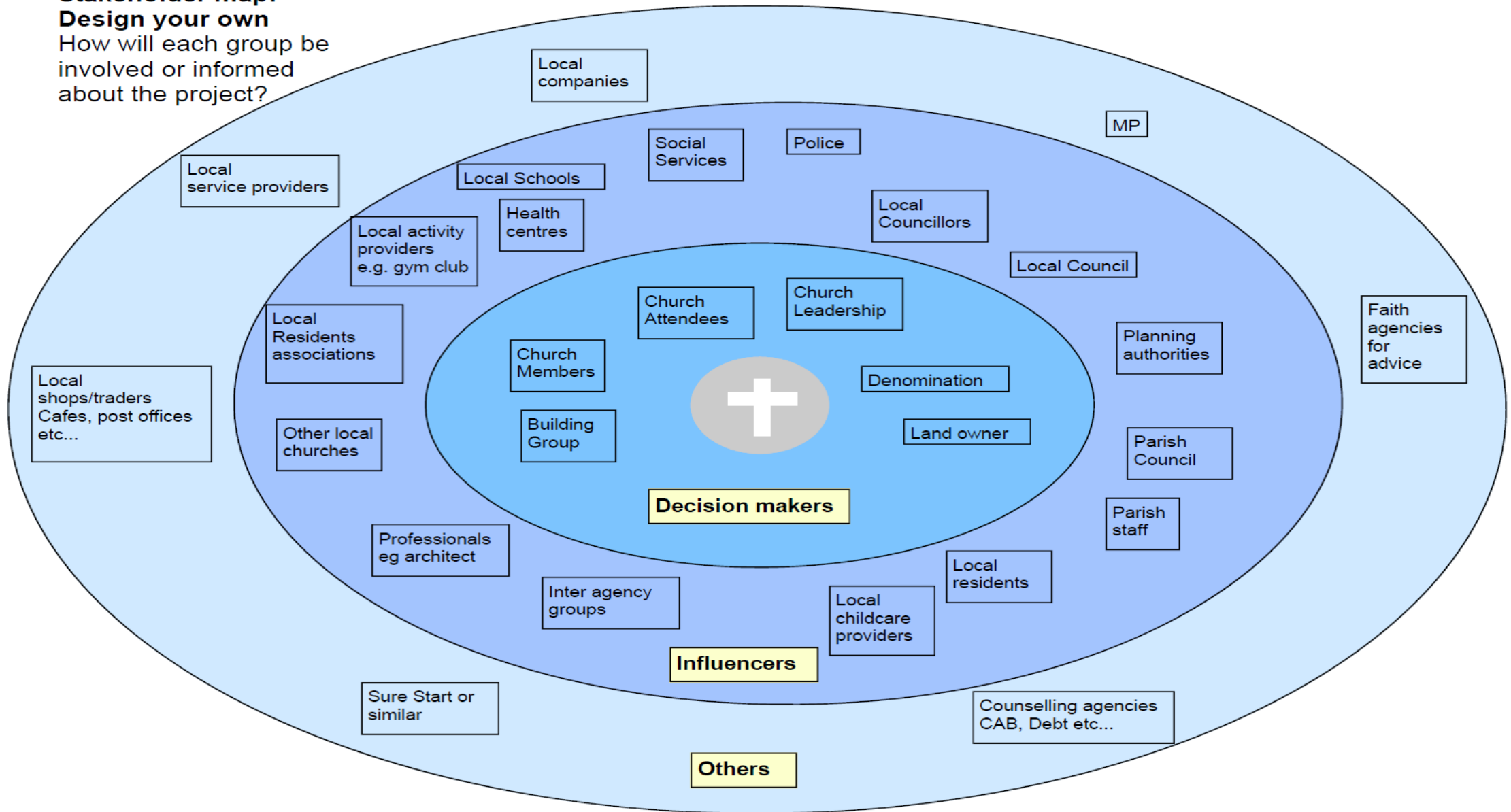




Stakeholder map:

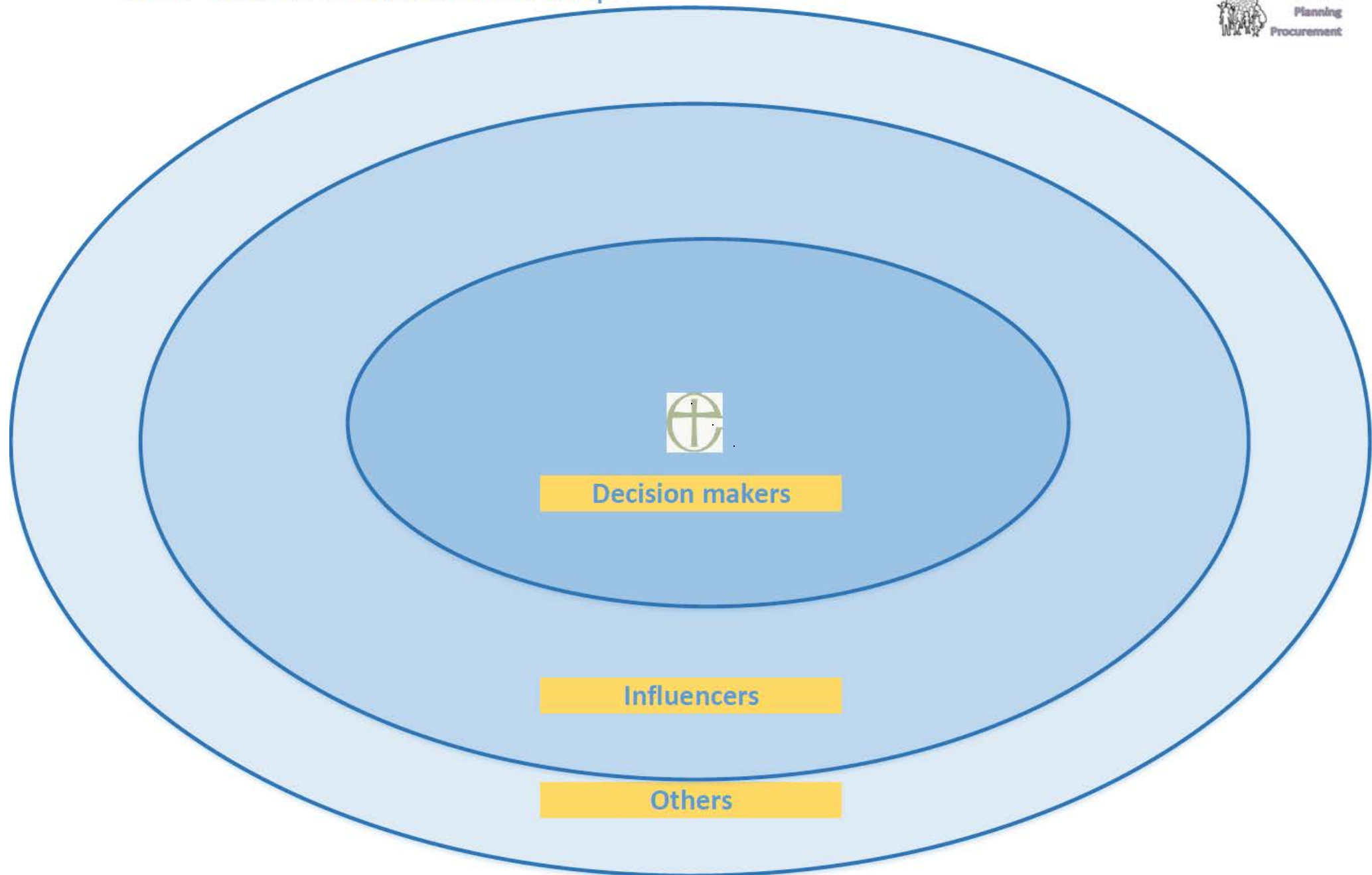
Design your own

How will each group be involved or informed about the project?





Your church's stakeholder map



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/>

CITIZENS UK

ABOUT US ▾ TAKE ACTION NOW ▾ NEWS GET INVOLVED ▾ LOCAL CHAPTERS ▾ SIGN IN

Home ▾ Get involved ▾ Membership ▾ Joining Citizens UK as an Institution

Joining Citizens UK as an Institution

Citizens UK is a group of hundreds of churches, schools, mosques, unions & other civil society organisations working for the common good. Each of these member groups pays annual dues to Citizens UK.

Here's how your organisation can join:

1. Watch this video to see whether this is the sort of alliance your organisation would want to join:

Citizens UK - What is Community Organising?

Watch on youtube.com

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 up

Get the latest campaign news, join our movement for change today!

f SIGN UP WITH FACEBOOK

OR

t SIGN UP WITH TWITTER

Or sign up by email

Citizens UK
6,408 likes

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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/>

<http://www.churchcare.co.uk/churches/open-sustainable>

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

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

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

https://www.canterburydiocese.org/media/outlook/churchbuildings_winter2013.pdf

CROSSING THE THRESHOLD
A community development approach to the use of church buildings

St Paul Old Ford
seeking to serve God by transforming lives and helping community flourish

St George's Holborn
St George's Holborn, in the diocese of London, had long had the vision to reach out more constructively to its local community. The church knew that its location and the asset of its building were crucial in this. It was a wonderful opportunity, which the church has been able to seize. The solution: a café.

St George's is a medium-sized church, with an electoral roll of 150, and is in the Midtown area of London, between the West End and the City.

Frequently Asked Questions

Since St Pauls re-opened in 2004, we have had the privilege who have seen a photo of St Pauls on the Internet, to come and see us. All kinds of faith and community groups from York and all parts of the UK. Each group has its own reasons. But these are some of the free of charge.

1. How did you get started?
By the mid 1990's, a group of demolition...

ChurchCare
Cathedral and Church Buildings Division, Archbishops' Council

Sponsored by **Ecclesiastical**
Always on your side

Supporting over 16,000 cathedral and church buildings of The Church of England

Open and Sustainable

Open and Sustainable Churches is a ChurchCare initiative to encourage wider, more imaginative and more strategic use of the Church of England's 16,000 buildings.

It aims to help churches select the right legal and funding model to develop their building for uses beyond the primary role of worship; these could be community activities, cultural events or even commercial activities.

There is now greater flexibility in the system to allow shared use of a building and our guidance pages offer advice on the options in terms of legal and funding models

'Open' means:

- Open for worship and for visitors during normal working or daylight hours; if this is not possible, there will be clear information about opening times, services and where a key can be found
- Open in the sense of providing a welcoming atmosphere for all, including those of other faiths or none, and regardless of their initial reason for visiting
- Open for partnership, where appropriate, with community and commercial interests, and for cultural (including tourism and educational) uses
- Open in the sense of providing wherever possible good access and modern amenities, to facilitate the above

'sustainable' means:

- Environmentally sustainable, striving to meet the goals set out by the Church in its Shrinking the Footprint campaign, and to protect and enhance the ecological value of our buildings and churchyard

Closed and Closing

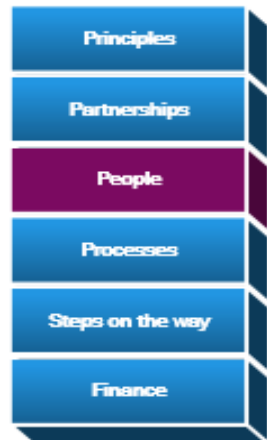
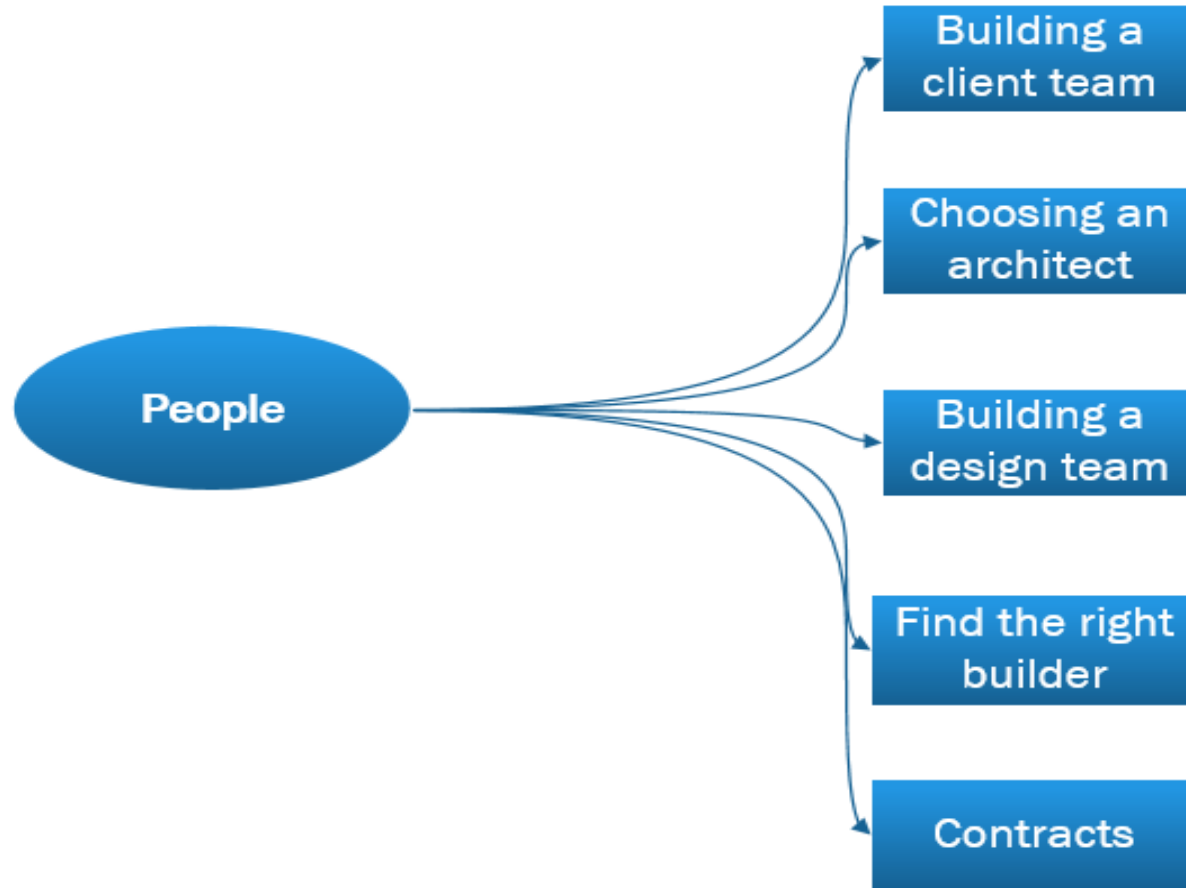




CHURCH BUILDING PROJECTS

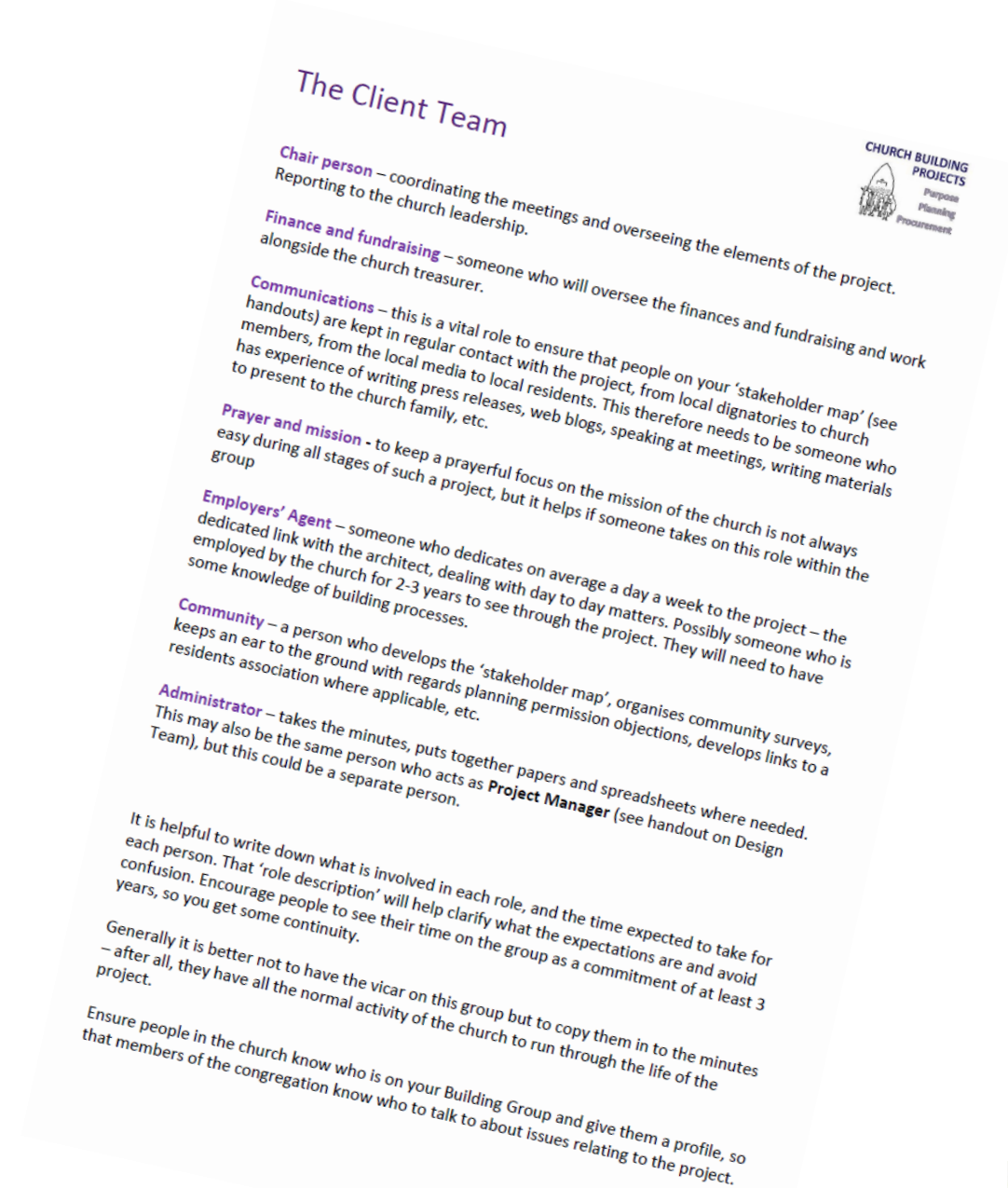


Purpose
Planning
Procurement



Building a client team

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





Other essential roles

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





Group share

Share

How to find the volunteers

Worth a try: <https://do-it.org/>

<https://nwkvunteers.org.uk/>

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

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

<http://www.thanetvolunteerbureau.co.uk/search-volunteer-opportunities/>

<https://www.kent.gov.uk/leisure-and-community/volunteering>

<https://vinspired.com/organizations/11978>

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

Choosing an Architect

CHURCH BUILDING PROJECTS
Purpose
Planning
Procurement

The architect is usually your first professional appointment. Aside from the obvious work of designing the building, the Architect has an important role in helping the client define their brief, in providing the church with the means to spread their vision for the project, and to advise on the appointment of the professional team.

Procurement

Of course, good procurement is an essential part of any project. But funnily enough, defining what you are buying is crucial, and primarily that is not a technical service but a pivotal strategic relationship through and around which the rest of the project will revolve. The core skill of an architect – the technical part of designing a building and translating that design for a builder to build – should be a given. Once you are satisfied that your shortlist is technically competent, what you are really trying to decide is what each of these people would be like to work with. Trust and personality fit are very important. You should think of your Architect as your 'critical friend'.

What Are You Shopping For?

Really, really, not going back to the project as in the clarity of purpose that is the essential procurement sometimes comes to scoping. It is then sometimes decide later 'scope' (perhaps 'superfluous' possible. But scoping is being

Scoping

To get defined project set up

Sh

O

tl

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Experience

It takes a long time to become a competent architect, because the role involves such a broad range of skills. The ideal is to find someone who has been practising long enough to anticipate the pitfalls on the journey, while being young enough (or young enough of mind) to bring energy and imagination to the design. It is certainly good to ask to see examples of similar work, but the danger here is that you will get a 'Blue Peter' solution ('Here's one I prepared earlier!'); for that reason, a designer's best building is sometimes the first one they do of that type. Think too about the type of project – new buildings are relatively simple (!) and have much in common across building types, but if your church is a historic one then you most definitely need a designer who respects old buildings and is skilled in combining old and new.

Size Matters

Architects' practices come in many shapes and sizes, with lots of architects working on their own or with one or two others. At this end of the profession an individual may well have the skills to take on large projects, but you need to understand how available they will be, and what happens if they fall ill. With larger practices (say over 12) it is not uncommon to 'buy' the partner or director at interview, only to find all your dealings are with the office junior. Practices of 3-12 often combine the best of both worlds, the benefits of larger practice with the approachability of small practice – 'big enough to cope, small enough to care'.

Don't be afraid to ask how each practice is structured, who reports to whom etc, because that feeds through into who you end up dealing with and how. The other related issues are what the purpose and vision and mission of each practice is (a look of stunned surprise?), and even what the succession plan is – it is important that you can be confident that the practice you buy into now will still be around in 5-10 years' time, because your project is likely to take that long to come to fruition.

Cost


You need to understand the costs, but do not make this the sole criterion for selection. Why? Because you should not underestimate the power of design, whether good or bad – the potential value created (or missed out on) far exceeds the cost paid in fees. You should therefore look at value, not just cost.

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interview, ...

For works: this will be a much more formal project specification.

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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

Design Team – what do they do?

Architect
This is usually the first appointment, and is dealt with in a bit more detail in 'Choosing an Architect'. Aside from the obvious work of designing the building, the Architect has an important role in helping the client define their brief, in providing the church with the means to spread their vision for the project, and to advise on the appointment of the professional team. Trust and personality fit are very important; think of them as your critical friend.

Principal Designer
Deals with Health and Safety compliance, during design development, while on site, and once the building is in operation (eg how easy is to clean the high level windows?). As client, you have some serious responsibilities under the Construction Design and Management legislation, and the Principal Designer helps you fulfil these responsibilities. This appointment should be made as soon as is practicable after the feasibility stage.

Quantity Surveyor
A QS can help you with the financial management of the project. At the very least you should have an initial budget prepared on the basis of outline designs, and then refine this as more information becomes available; much better to invest in this information at an early stage than to have a nasty shock further down the line when money has been spent on professional fees etc for something that may not be affordable. A QS can also prepare a full 'Bill of Quantities' at tender stage to describe the works in full financial detail for each tenderer to price against, but this can be decided further down the line.


Structural Engineer
Designs the structural elements, eg beams and columns, foundations, and sometimes the underground drainage. If the design of the building is significantly affected by the structure (eg a particular design for the support of the roof) then the Structural Engineer should be involved in the early stages of design development; if not, then this appointment would follow the granting of planning permission.

Services Engineer
Designs the right heating system for the space and its occupancy pattern, the right lighting levels, the right ventilation etc. Again this usually follows the planning stage.

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CHURCH BUILDING PROJECTS
Purpose
Planning
Procurement



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

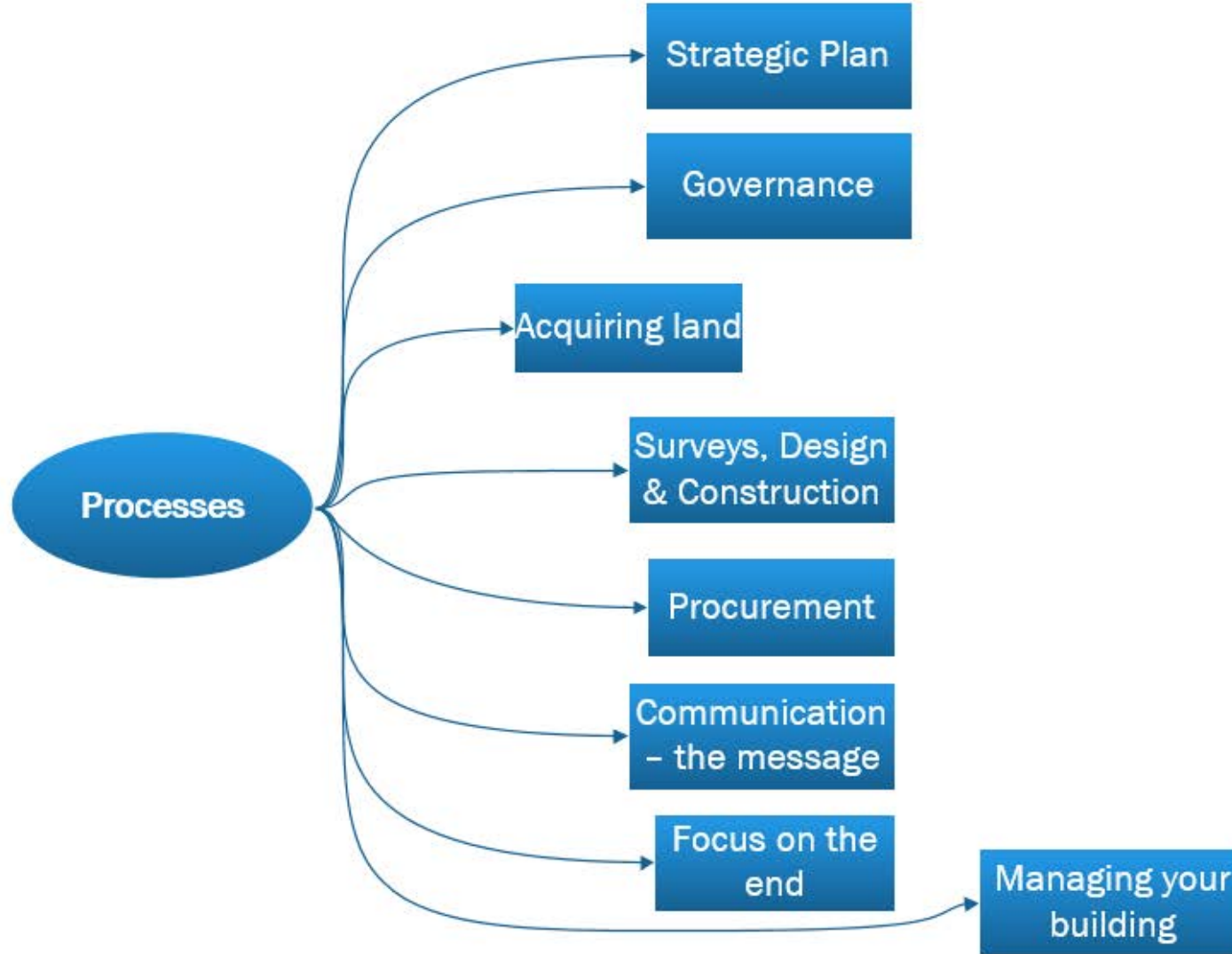




CHURCH BUILDING PROJECTS



Purpose
Planning
Procurement



Strategic Plan

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

CHURCH BUILDING PROJECTS
Purpose
Planning
Procurement

Strategic Plan for your church project

Here are some suggestions to help with developing the headings:

1. **Vision statement** (about the wider church mission) – a short statement that is inspirational as well as aspirational. It may use words like 'transforming' or 'improving'. Try and let it cover the who, why, where and what of the church.
2. **Mission statement** – describes what you want to achieve in a little more detail. Maybe highlighting certain target groups of people who the church is trying to serve.
3. Include a **diagram of the reporting structure** and governance structure for the project. How will decisions be made and who makes them. You may include terms of reference for your Building committee/group.
4. **Strategy** – Explain the church's strategy and how the building development fits in with that. This might use specific SMART (Specific, Measurable, Achievable, Realistic and Timed) objectives. It can be helpful to summarise this in table form, with the following against each item:
 - **Key result area** – eg 'Develop a costed plan for the build'
 - **Who is responsible for this action** – e.g. 'Church Treasurer'
 - **By when** – (Date)
5. Develop a **detailed financial spreadsheet** to project future income and expenditure, cashflow and balances over at least 3-5 years. Include at least 12 months after the building development has fully opened so it shows how sustainable the project is. (You will want to know that and so will potential funders/donors).

S	SPECIFIC	Details exactly what needs to be done
M	MEASURABLE	Achievement or progress can be measured
A	ACHIEVABLE	Objective is accepted by those responsible for achieving it
R	REALISTIC	Objective is possible to attain (important for motivational effect)
T	TIMED	Time period for achievement is clearly stated

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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

Home | Sign In | Register | Church Search | Site Map

THE CHURCH OF ENGLAND Church Heritage Record

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](#).

Find a church

Church name: Church code:

OR: Find a set of churches

Placename, postcode or grid ref

To zoom into an area hold the SHIFT key down then click and drag a rectangle.

Site Map | Privacy | T & C | © 2014 - 2017 Archbishops' Council | Web site by exeGesIS SDM | Rev. 2.2.6337.16670

https://facultyonline.churchofengland.org/FAS/Form8/Form8.aspx?id=933#Ap 90%

1 2 3

An area to upload documents produced e.g. survey/excavation reports

Please upload heritage-type documents that were produced as part of the Faculty. This could include:

- Heritage statements
- Archaeological reports
- Conservation reports of buildings or objects
- Plans & photographs

The information you upload will be stored in the [Church Heritage Record](#)

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.

Document title:

Year / Date:

Originator:

Copyright:

Description:

<https://facultyonline.churchofengland.org/churches>



Project route map: 8 RIBA stages, 0-7



RIBA

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

www.ribaplanofwork.com

Stages	0	1	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 Feasibility 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.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract . A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.		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 .	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning *Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
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 Plan . 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 submission and any other third party submissions requiring consent. Review and update Project Execution Plan . 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 compilation of 'As-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.	Required.	Required.	Not required.	Not required.	Required.	As required.

So What Are The Stages?

The system comprises 8 stages, numbered from 0-7 (1). Briefly, this is what each entails:

- 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 possibilities are.
- 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 services design.
- Stage 5 – Construction:** The contractor gets ready to begin work and then builds the building;
- 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 concluded.
- Stage 7 – In Use:** This allows for post-occupancy evaluation and review of whether the project achieved what it set out to.

Comments

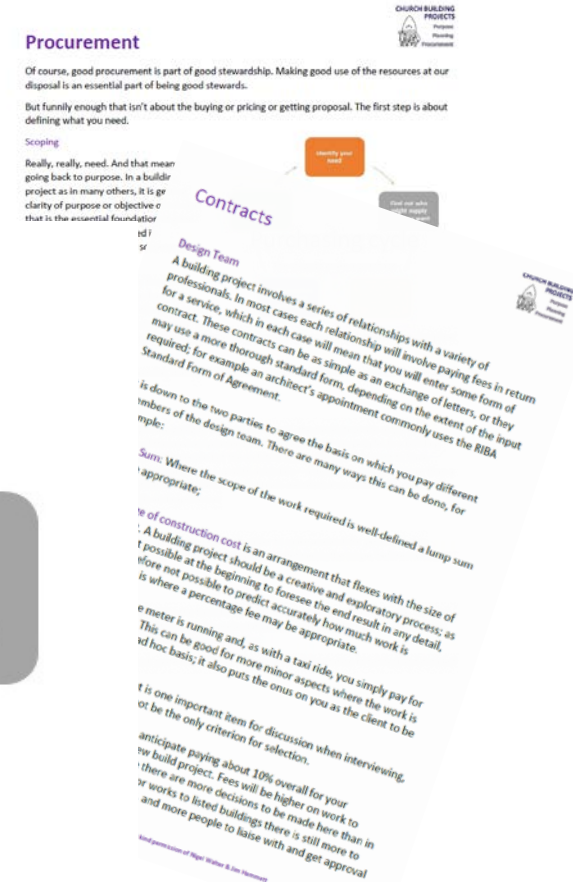
The programme shown is for a substantial project with typical timings assuming a fair wind; sometimes the stages may become more drawn out – for example there may be a pause while sufficient funds are raised to be confident making a start with the building work.

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



Procurement – the stages

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



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

	KNOWN CYCLE	COST per CYCLE	ANNUAL COST	Year Intervals											COST over 30 YEARS
				2	5	10	15	20	25	30	other				
REGULAR MAINTENANCE															
Clean Gutters and Downpipes	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, fuel	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				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**

<http://www.parishresources.org.uk/wp-content/uploads/Asset-Management-Plan.xls>



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.

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Electrical Installation Test	5 yr	3,000	600		*	*	*	*	*	*		18,000
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North Aisle Mullions	100+ yr	25,000	834				*					25,000
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New Mower	one off	500	100		*							
Total			16,700									

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



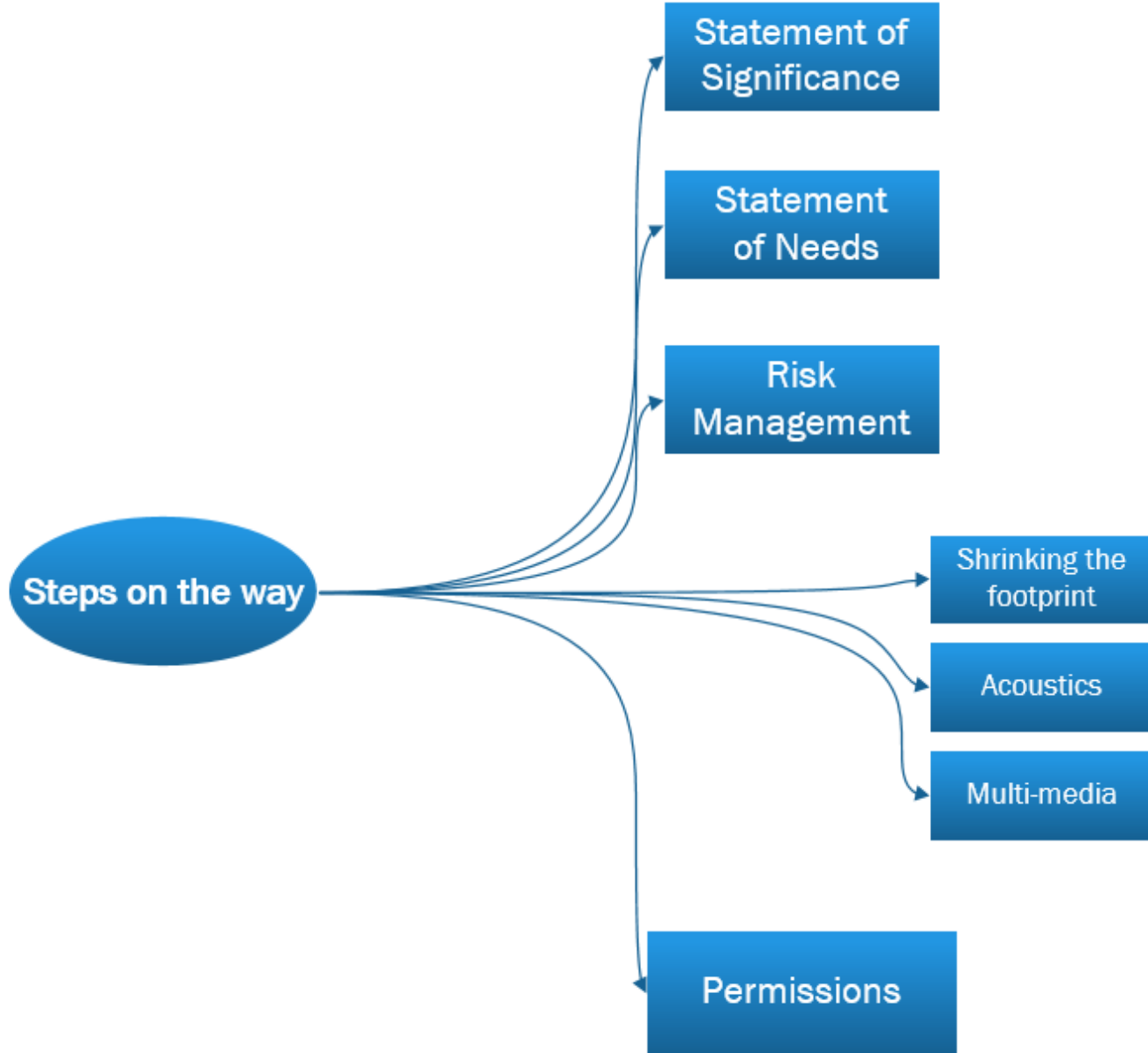


CHURCH BUILDING PROJECTS



Purpose
Planning
Procurement

- Principles
- Partnerships
- People
- Processes
- Steps on the way**
- Finance



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

Statement of Significance

CHURCH BUILDING PROJECTS
Purpose Planning Permission

Guidance on completing this form can be found on the ChurchCare website at <http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need>

This document must be accompanied by the Standard Information Form 1A

Section 1: Brief history and description of the church building(s), contents, churchyard and setting

Section 2: The significance of the church (including its contents and churchyard) in terms of:
i) Its special architectural and historical interest
ii) Any significant features of artistic or archaeological interest

Please state if you have taken expert advice to help you define the significance, and from whom.





www.churchcare.co.uk

ChurchCare

Cathedral and Church Buildings Division, Archbishops' Council



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Statements of Significance and Need

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Closed and Closing

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Heritage at Risk

Online Faculty System

ChurchCare has received feedback that a simplified form for the compilation of Statements of Significance and Needs for most works would be welcome, this is available by clicking [here](#). **Guidance on completing the form is available [here](#).** For major complex projects, i.e. the type of project which would normally require the compilation of a Conservation Management Plan (see below), an expanded version of the form should be used. This can be accessed by clicking [here](#). Guidance on completing an expanded form is available [here](#).

The Council would strongly urge that these documents are prepared at an early stage of the faculty process so as to help inform decisions and identify areas of conflict.

Click here to see how the [Church Development Plan](#) shows you how these fit into the process. However, you do not need to have a scheme in mind for Statements to be useful, as they will help you understand the potential and constraints of your building and site.

Conservation Management Plans

Some major churches are of such complexity and significance, or the impact of the project so large and/or controversial, that Statements of Significance and Needs may not be sufficient.

Where this is the case, the PCC or other body responsible for a church should consider producing a [Conservation Management Plan](#). Click the



Statement of Needs

- Good advice on available on <http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need>
- 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)



Risk Management

This isn't a section to scare you. This is about trying to identify the things that might go wrong, and taking sensible steps to reduce the chances of their happening. It is not about eliminating risk: who, after all, really wants to wear a belt and braces?

Consider whether you give one person the role of devil's advocate (constructively!) to try and identify weaknesses and find ways to overcoming them. So here are where some of these risks may arise, and what you can do about them:

Governance
Much of what you will be doing during the period leading up to and including a building project, and afterwards, will be unfamiliar. If you try and muddle along without accepting that you have to make some special roles and responsibilities clear, and be careful in choosing the right people for your team, you run the risk of suffering some major impacts on your church.

Strategic Fit
Here we're talking about the strategic fit of your building project – does it respond to the mission purpose(s), and have the mission purpose(s) been well founded?

Fundraising and income generation
There are some obvious and less obvious risks in this section – matching fundraising to the scope of the building project – and the reverse – is the most obvious one, but also its effect on operating income.


Legal and contractual
Careful scoping, shortlisting, supplier selection and clarity of contract are all components in mitigating this risk

Programme/timings
Are there some dependencies which might trip you up? A building project has lots of operations where one cannot start until a previous one is complete. Or a tenant cannot start until the building is open.

Commercial risks (inflation, procurement)
Will costs vary against the estimate and what you fund-raised? Are your suppliers in good financial health?

Financial issues (e.g. VAT, contingency)
Try and avoid surprises but plan for some!

CHURCH BUILDING PROJECTS
Purpose
Planning
Procurement



Three important topics

Shrinking the footprint

Building form, Orientation, Construction, insulation
Photovoltaic cells, Heat pumps, Bio-mass, Rainwater
harvesting

<http://www.churchcare.co.uk/shrinking-the-footprint>

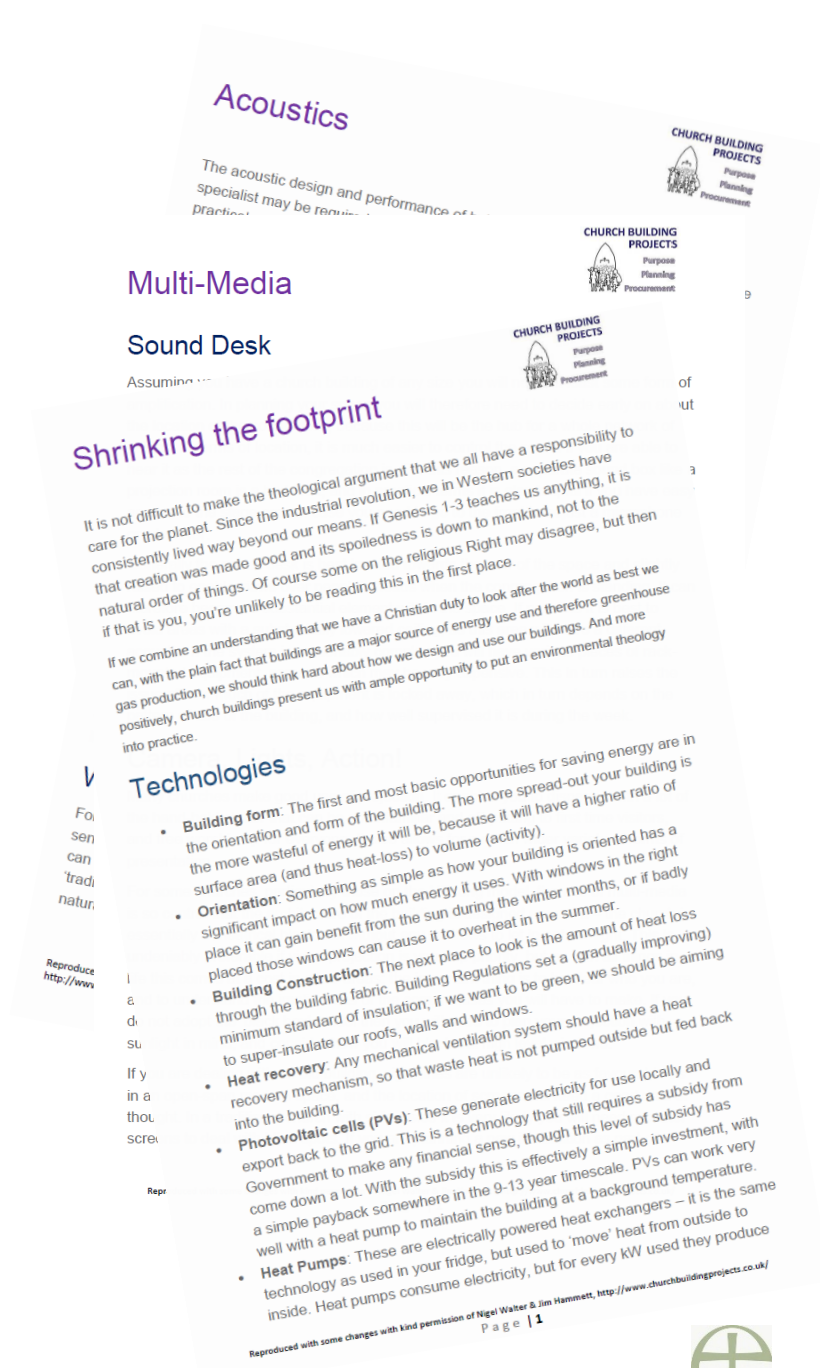
<http://www.london.anglican.org/kb/sustainable-building/>

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



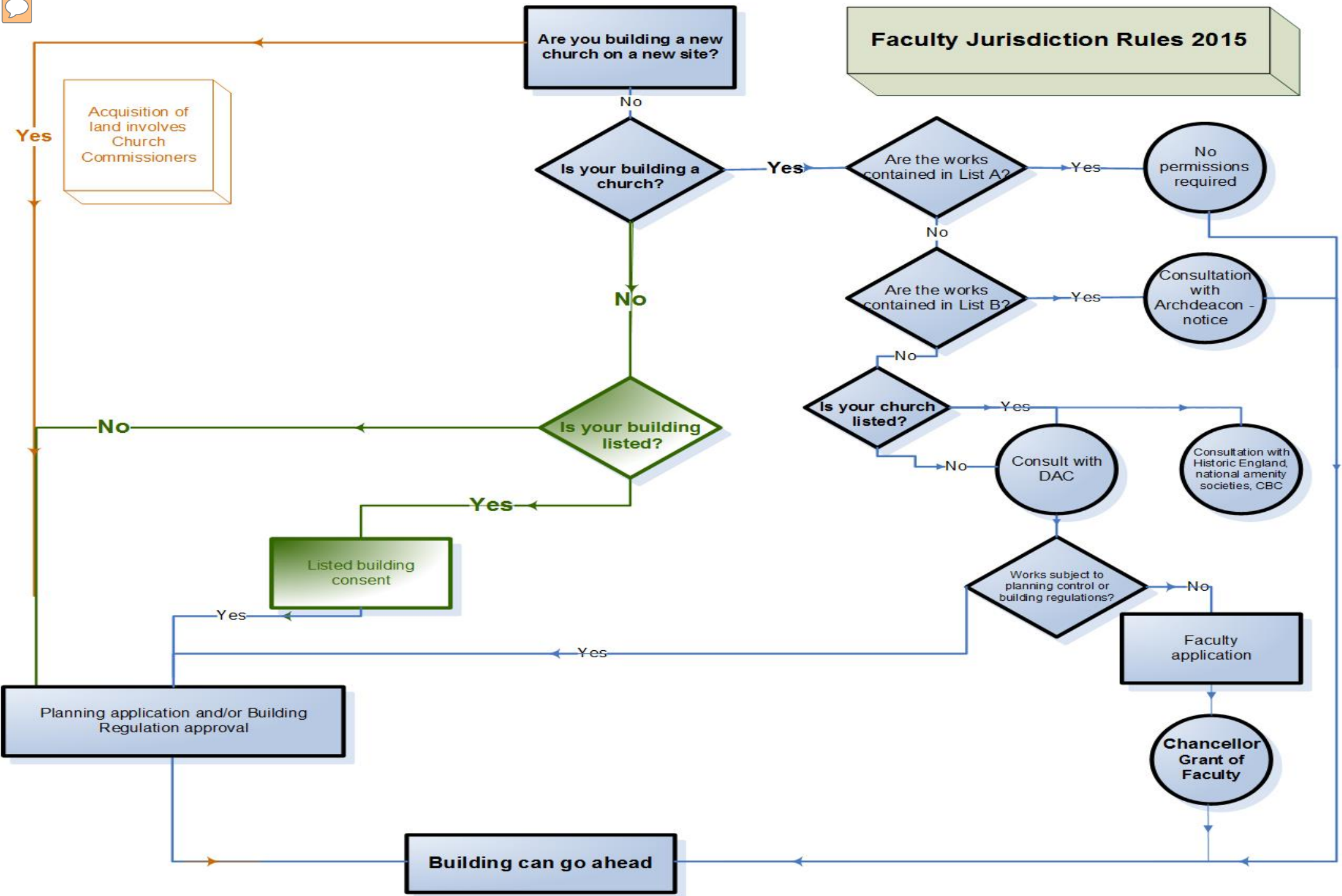
Faculty Jurisdiction Rules 2015

Diocesan Advisory Committee (DAC)

The DAC is required to advise on all faculty applications, and will be available to advise on all matters relating to the project and to the application before it is submitted.

Archdeacon will consult with DAC

The Chancellor's decision on the Faculty application will be based on the advice of the DAC and others, and any other representations during 28-day public notice

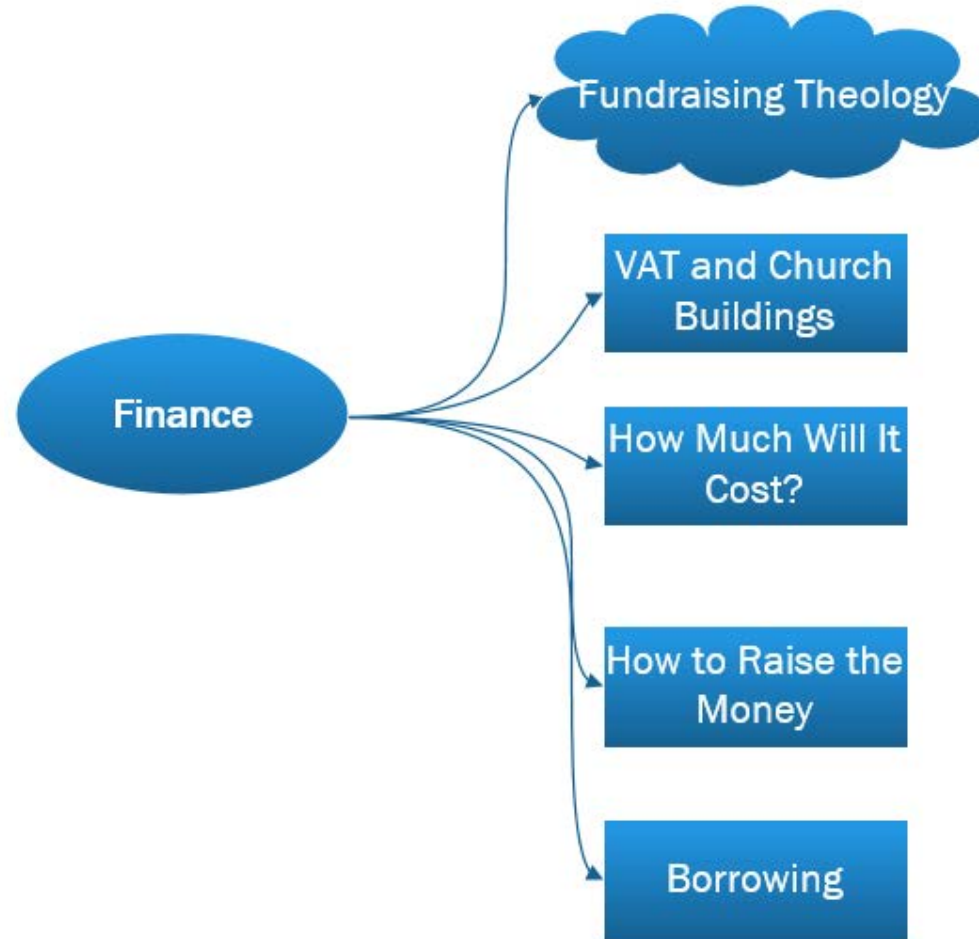




CHURCH BUILDING PROJECTS

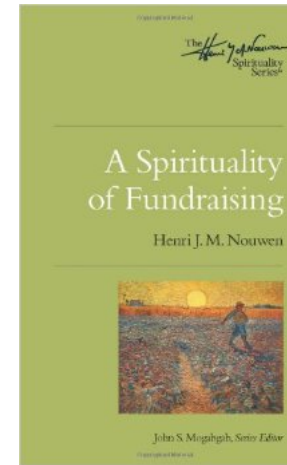


Purpose
Planning
Procurement



Fundraising

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



Fundraising Theology

CHURCH BUILDING PROJECTS
Purpose
Planning
Procurement

A few years before his death in 1996, Henri Nouwen wrote a booklet entitled The Spirituality of Fundraising. This is a warm and wise piece of writing, and is an excellent place to start when thinking about the tricky issues around asking people to support ministry of the church. The booklet is both readable and short, and is available in paperback or as an ebook.

The key idea is that fundraising is not one-way traffic. 'Fund-raising is, first and foremost, a form of ministry. It is a way of announcing what we believe in such a way that we offer other people an opportunity to participate with us in our vision and mission. **Fund-raising is precisely the opposite of begging.** When we seek to raise funds we are not saying, "Please, could you help us out because lately it's been hard." Rather, we are declaring, "We have a vision that is amazing and exciting. We are inviting you to invest yourself through the resources that God has given you—your energy, your prayers, and your money—in this work to which God has called us."

Nouwen makes us question our relationship with money, and suggests that the Kingdom of God "...is where God provides for all that we need. It is the realm of sufficiency where we are no longer pulled here and there by anxiety about having enough." He is characteristically honest about what motivates us; discussing the reluctance to talk about money, he says, "The reason for the taboo is that money has something to do with that intimate place in our heart where we need security."

Nouwen roots fundraising in the shared need for community. "When fund-raising as ministry calls people together in communion with God and with one another, it must hold out the real possibility of friendship and community. People have such a need for friendship and for community that fund-raising has to be **community-building**. I wonder how many churches and charitable organizations realize that community is one of the greatest gifts they have to offer." And again: "Those who need money and those who give money meet on the common ground of God's love".

He ends the book as follows: "Fundraising is a very rich and beautiful activity. It is a confident, joyful, and hope-filled expression of ministry. In ministering to each other, each from the riches that he or she possesses, we work together for the full coming of God's Kingdom."

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How to Raise the Money

Parish Resources

A FRIENDS' SCHEME FOR A PARISH CHURCH

By Susan Rennison

Reproduced from a version developed by the Church of England

Contents

1. Introduction
2. Formation of a 'Friends' Scheme'
3. Terms of Reference
4. Membership
5. Services to Members
6. Services by the Friends
7. Types of Schemes
8. Setting up a 'Friends' Scheme'
9. Subscriptions
10. Gift Aid
11. Parish as a Charity

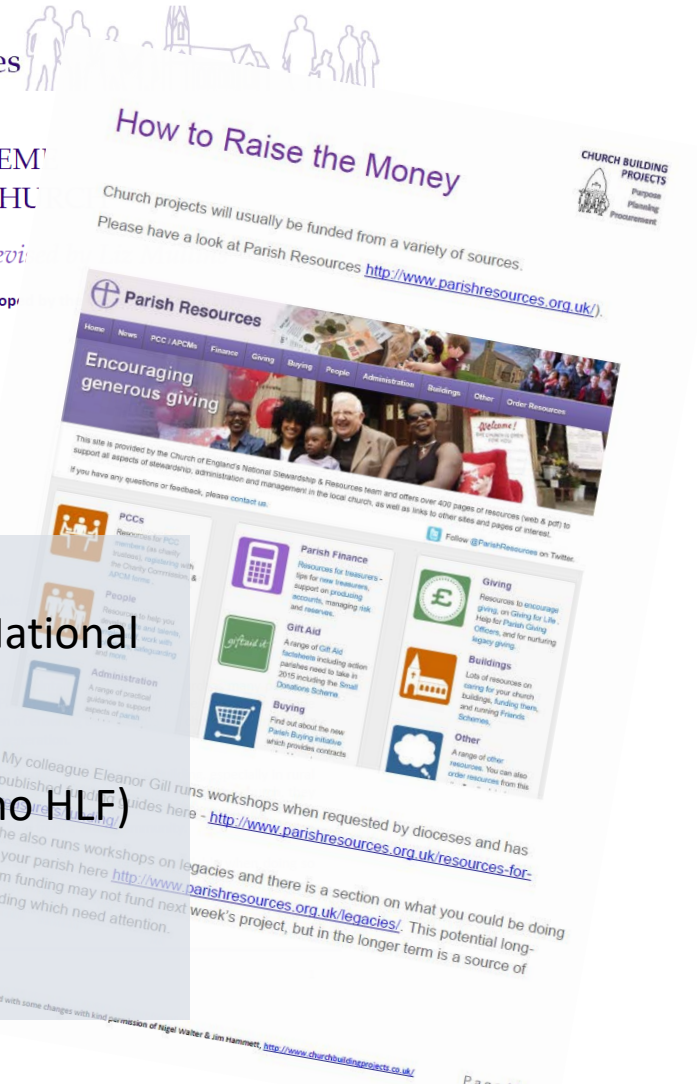
Appendix 1: A Constitution (this is a template)

With the increasing costs of energy and other services, many parishes are exploring the idea of setting up a group of people to help to share the costs of running the church.

Many people have a great deal of spare time and skills which can be put to use in the parish church to help to raise the money needed to run the church.

There are many ways in which you can help to raise the money needed to run the church.

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- 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

Indicative Campaign Timeline (Excerpt)

Actions	J	A	S	O	N	D	J
1. Planning Phase	[Red bar]						
2. Private Phase							
3. Public Phase							
4. Consolidation Phase							
Campaign Plan	[Yellow bar]						
Internal Preperation							
PCC Meetings	[Orange bar]						
Business Plan	[Orange bar]						
Financial Plan development			[Orange bar]				
Campaign Management							
Campaign Budget			[Blue bar]				
Chair Recruitment		[Blue bar]					
Campaign Volunteer Recruitment					[Blue bar]	[Blue bar]	
Chair Recruitment for Sub Committees				[Blue bar]			
Team Meetings			[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]	[Blue bar]
Identifying networks & contacts					[Blue bar]	[Blue bar]	[Blue bar]
Grant Makers Identification					[Blue bar]	[Blue bar]	
Individual donor Identification					[Blue bar]		
Internal Communications Plan					[Blue bar]	[Blue bar]	[Blue bar]
Campaign Materials Preperation					[Blue bar]	[Blue bar]	[Blue bar]
Private Phase Information & Events Preperation							[Blue bar]
Donor Acknowledgement & Stewardship Planning							
Campaign Volunteer Ask Training							

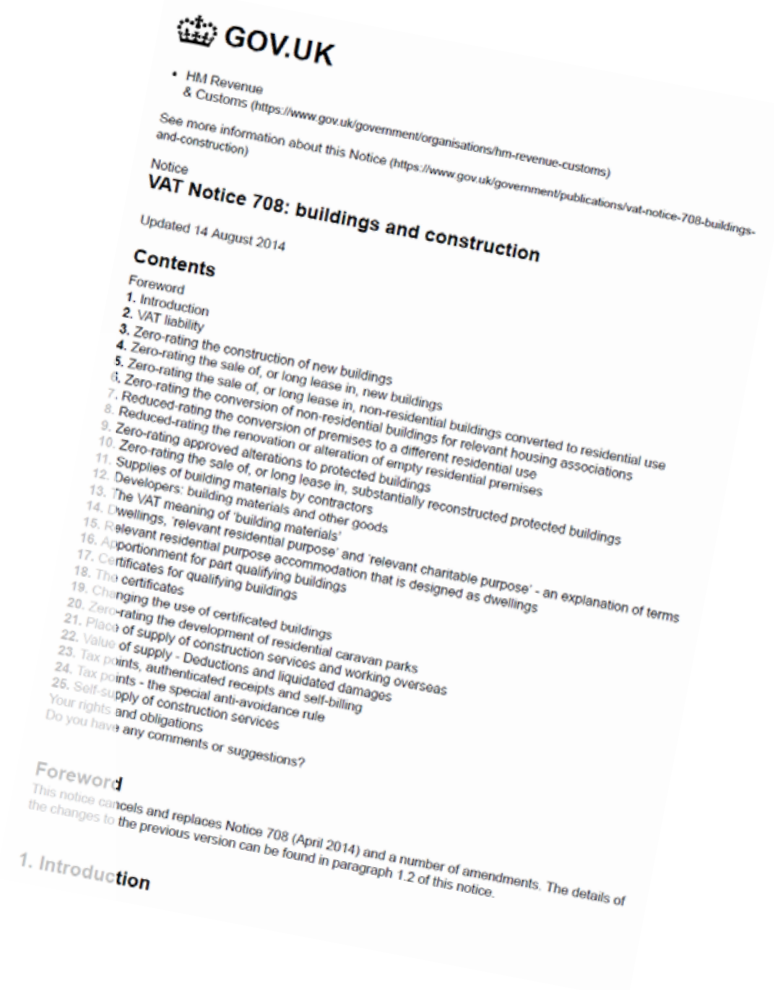
- Attend 'Planning a Successful Capital Campaign' workshop
- This template available as a download



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





Objectives

- 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?**





Discussion

Time for general discussion: your questions, your comments

