



Managing major building projects in *places of worship*

PROGRAMME

24th June 2014

All Saints Church,
Church Street,
Oakham
LE15 6AA

TIME	CURRENT PROGRAMME
9.30 am	Registration, refreshments
10.00 am	Welcome • Trevor Cooper and Vyv Wainwright
10.05 am	What is involved in a successful project? • Trevor Cooper
10.15 am	Planning and organising for the job ahead • Roger Munday
11.05 am	Question and Answer Session
11.15 am	Refreshment Break
11.30 am	First case study • St Michael & All Angels, Sutton • David Henderson
11.50 pm	Fund raising • Richard Cattle
12.35 pm	Question and Answer Session
12.45 pm	Lunch Break • Lunchtime Surgeries
1.45 pm	Second case study • St Andrew the Apostle, Holt, Norfolk • Father Howard Stoker
2.05 pm	Getting building work done • Jane Kennedy
2.45 pm	Comfort Break
3.00 pm	Keeping everyone on board during a project and setting up longer-term structures • Wendy Coombey
3.40 pm	Third case study • The story so far at All Saints Church • Vyv Wainwright
4.10 pm	General discussion
4.30 pm	Finish: tea and cake



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SPEAKERS PROFILE

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TREVOR COOPER

Chair, the Historic Religious Buildings Alliance

Trevor Cooper is the Chair of HRBA. He made his career in management consultancy, but is now retired. Author of 'How do we keep our parish churches?' (2003). Lead editor of 'Pews, benches and chairs' (2010). External member of the English Heritage Places of Worship Forum since 2002; member of the Southwark Diocesan Advisory Committee since 2003; Chairman of Council of the Ecclesiological Society.

Speaker profile

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JANE KENNEDY

Partner, Architect at Purcell

Jane will draw from her extensive experience to discuss 'Getting building work done'. To make sure that the project will deliver the benefits which were intended, a number of things are critical: a clear brief, maintaining a well-planned schedule, management of any risks, keeping various stakeholders happy and ensure the project team is working together; amongst other things. Sometimes it will be appropriate to bring in a professional to handle this role, chosen from outside the church community. This can present its own challenges.

Speaker profile

Jane has played a key role in securing the future of some of the finest historic buildings in the country. Few conservation architects working today can match her breadth of experience, knowledge and skills built up over a career spanning more than 30 years. As Surveyor to the Fabric for Ely Cathedral since 1994, she has overseen a period of major restoration within the Cathedral and its precincts.



ROGER MUNDAY

**Architect, Administrator,
"Living Stones: The Church + Community Trust"**

Roger's session will explore how faith communities commission building work for one of two reasons: either because they have to (e.g. repairs) or because they want to (e.g. reordering). Add in the facts that they comprise volunteers who usually don't own their building, and for whom facilities management is far from their prime reason for belonging, or area of expertise, and the result is bound to influence the way they approach and manage the project.

Speaker profile

Roger Munday is the administrator of a charity helping churches of all denominations to maximise the use of their resources in serving God and their local community. He is also their northern fieldworker. Roger is a retired architect and a Methodist lay preacher/pastor; whose career has for many years involved merging these two disciplines in working with church bodies to develop and realise their future direction, and to engage with the community around them. He lives in Hebden Bridge, West Yorkshire.



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RICHARD CATTLE

Fundraising for major building projects in places of worship.

Richard will speak about fundraising for major projects.

A step-by-step approach:

- Counting the cost
- Sharing the vision (or Telling the story)
- Assessing prospects for success
- Securing committed fundraisers
- The first major gift
- Maintaining momentum
- Keeping goodwill when the campaign is over

Speaker profile

Richard is the Dean's Assistant at Peterborough Cathedral responsible for all matters of administration and building maintenance. (The Cathedral owns 42 listed buildings in the Precincts in addition to the Cathedral itself).

He has been the Director of Fundraising for the Peterborough Cathedral Development and Preservation Trust for the last ten years. During this period over £10 million has been secured to support the maintenance, mission and ministry of this significant Cathedral Church.



WENDY COOMBEY

Community Partnership and Funding Officer, Diocese of Hereford

Wendy's talk will cover how to keep everyone on board during a project and setting up longer-term structures. In an age when many PCC and parishes feel under pressure, wouldn't it be great to have other people on board to do some of the work? This session looks at the experiences of real parishes in getting support from the non-church community to ensure that projects are strong, healthy and sustainable during development stage and into the future, looking at what has worked well and identifying lessons to be learned.

Speaker profile

Wendy supports parishes in project development particularly those which encourage the closer working of Church and community. This may involve improvement of facilities and services, and the wider use of church buildings. She researches and promotes funding opportunities to help support these projects. Wendy represents the Diocese at a strategic level and within local partnerships and speaks at national conferences. She advises on heritage projects, buildings repairs, and administers the Diocesan Partnership Fund.



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LEARNING POINTS

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1. BEFORE WE START

- Do we have a clear 'vision statement' of what it is we propose to do, and why?
- Have we considered all the other options?
- Has it been agreed by everyone, or are there those who oppose it?
- If so how are we going to keep them 'on-side'?
- Are we clear about how it fits with everything else we do or plan to do?
- How will we ensure that our management of the project is in line with the principles of our faith?
- Are we confident that we have the resources to manage this project ourselves, or do we need help?

2. WHO?

- Who (e.g. PCC, fabric committee) will be overseeing this project on our behalf - in other words whose name will be on the building contracts?
- Who outside of our faith group needs to be involved (e.g. community partnerships, stakeholders)?
- Who will be the lead point of contact for the construction team - if they need an urgent decision for example?
- Who will the lead point of contact for the rest of our faith group - to make sure everyone is up to date with what is going on?

3. HOW?

- How much money do we think we will need to fund the work?
- How will the money be raised?
- How will we ensure that the money is available when needed (e.g. stage payments)?
- How will we ensure that the project stays within budget (cost planning, cost checks)?

4. WHEN?

- When do we hope the work to start?
- When would we like it all to be finished?
- When, in this overall timescale, do we need to do the things on this checklist (project planning)?

5. WHAT?

- What professional consultants do we need to appoint, and what help and advice do we need to select them?
- What legal duties do we have (e.g. health and safety law)?
- What permissions do we need from within our faith organisation?
- What permissions do we need from other authorities?
- What other building work would it make sense to do at the same time?

6. WHERE?

- Where will we do the things we do whilst the work is going on?
- Where can the builders go and where must they not go?

Roger Munday

Architect, Administrator,
"Living Stones: The Church +
Community Trust"

Roger's session will explore how faith communities commission building work for one of two reasons: either because they have to (e.g. repairs) or because they want to (e.g. reordering). Add in the facts that they comprise volunteers who usually don't own their building, and for whom facilities management is far from their prime reason for belonging, or area of expertise, and the result is bound to influence the way they approach and manage the project.

7. WHAT IF?

- What will we need to do if unforeseen things cause the project to cost more than planned?
- What will we need to do if unforeseen things cause the project to take longer than planned?
- What can we do to avoid 'project creep'?
- What if something unexpected happens - how can we minimise the risks?

8. AND THEN ...

- How will we measure whether our project has been successful?
- What has been the effect of the project on our faith group?
- How can we use our experience to help others who may be planning something similar?



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1. COUNTING THE COST

- a) Remember the parable of the man intending to build a tower (Luke 14.28), counting the cost to finish the project.
- b) Make sure that it is the full cost; for you will have to pay not only the builder but also professional fees. Above that will be the cost of raising the money.
- c) Effective fundraising is not cheap. You may have to pay for promotional events, printing, postage and publicity.

2. SHARING THE VISION

- a) Convincing others of the need.
- b) Saying how what you are proposing will make a difference.
- c) Publicity both free via the media, and in printed form - which can be costly.

3. SECURING A CHAMPION

- a) Your vicar or minister is the wrong person – in the wider world he or she will be perceived as having a vested interest in the project. Also there may be lack of total focus.
- b) The person specification demands someone who is widely respected, recognised for integrity and can speak with passion and conviction about the project.
- c) The champion has to be prepared to offer real time to the task of fundraising.

4. ASSESSING PROSPECTS FOR SUCCESS

- a) Set out a case for supporting the project
- b) Create a sense of immediacy and excitement
- c) The case for support must say why what is being undertaken is important.

5. SECURING COMMITTED FUNDRAISERS

- a) A committed fundraising team is essential
- b) A range of skills is required, both administrative and front line fundraisers.
- c) The frontline fundraiser has to be prepared to make a personal gift and to ask other people to do the same.

6. THE FIRST MAJOR GIFT

- a) Securing the first major gift enables the campaign to move into top gear.
- b) The potential for major and significant gifts should be identified at the initial meeting of fundraisers.
- c) An individual making a personal generous gift is essential as a first step.

7. MAINTAINING MOMENTUM

- a) Fundraising is a project that requires careful management to achieve its final target.
- b) A cash flow plan is essential, especially if funding is required for a project which has already commenced.
- c) It is not good to commence a project without first securing cash or firm pledges sufficient to meet the full funding requirement.

8. MANAGING THE TEAM

- a) At the outset agree the level of time commitment required and the frequency of meetings.
- b) Make honest assessments of progress on a regular basis.
- c) Give praise for success.

Richard Cattle

Fundraising for major building projects in places of worship.

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A step-by-step approach:
Counting the cost

Sharing the vision (or Telling the story)

Assessing prospects for success

Securing committed fundraisers

The first major gift

Maintaining momentum

Keeping goodwill when the campaign is over

9. SAYING THANK YOU

- a) All gifts should be very speedily acknowledged with a formal letter of thanks.
- b) The letter should be prepared for signature by the most senior person involved in the project (i.e. the Vicar or minister)
- c) The letter should be personalised by referring to any special interest or concern of the donor.

10. KEEPING GOODWILL WHEN THE CAMPAIGN IS OVER

- a) During a fundraising campaign new supporters will have contributed and old ones re-enthused. Continuing to value them as part of the church community is really important.
- b) The basic reason is to recognise that those who have supported us also deserve a continuing relationship when the campaign is over.



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1. NEED

The most important element of developing a sustainable project is making sure that the project you are developing is based on a clearly identified need. Actively involve your community as much as possible. Talk to and involve Stakeholders who will tell you what issues they are trying to tackle. Invite local people onto the development group right at the beginning.

2. ROLE

Define the role of any working or development group – agree terms of reference, with clear aims, objectives, lines of accountability and communication and actively seek the backing of the PCC or your ruling body or committee. Make sure that every member of the group is aware of the terms of reference and the boundaries to decision making and actions.

3. SECRETARIAT

It is very important to any project that you have in place a secretary who will take good, accurate minutes that are produced quickly and that actions are followed up and reported back on.

4. APPROACH

When you are ready to approach architects, after all your consultations have been done and analysed, take time to write a good, comprehensive brief. Show stakeholders and consultees the brief – will this brief provide a solution and a way of addressing needs? Build into the brief a requirement for the architect to attend community consultations and meet and talk to local people.

5. SKILLS

Do you have hidden skills within the congregation to help develop and deliver the project? Look to your wider community – local authorities, Parish Councils, your local Councillors, CPSO, schools – share resources, whether that's people, facilities, premises, skills and funds.

6. BUSINESS PLAN

You need to know that your project is going to pay it's way – where is your income going to come from? What are your start-up costs? What is your charging structure? What is your rental structure? What are your financial outgoings going to be? A business plan is a way of focussing the mind on specific elements of a project and there are plenty of good templates out there – and your funders will want to see one!!

7. LICENSES AND LEASES

If you are going to offer leased space to a tenant, remember this is a specialised area which you will need to take sound legal advice on. There are models out there – but each one will need to be negotiated on a case by case basis – try to get it right first time – it saves pain and expense in the long run.

8. COMMUNICATION

Communicate your project well and put in place a communication strategy – don't assume that people know what you are doing. Go and talk to people, use newsletters, web sites, community meetings, piggy back on local events, talk to your parish council, tell people what you are doing and why.

Wendy Coombey

Community Partnership and Funding Officer, Diocese of Hereford

Wendy's talk will cover how to keep everyone on board during a project and setting up longer-term structures. In an age when many PCC and parishes feel under pressure, wouldn't it be great to have other people on board to do some of the work? This session looks at the experiences of real parishes in getting support from the non-church community to ensure that projects are strong, healthy and sustainable during development stage and into the future, looking at what has worked well and identifying lessons to be learned.

9. GOVERNANCE

There are various models of Governance, and you need to give consideration to what structure suits your project best – speak to your Diocesan Legal advisor – consider the options carefully – if you get this wrong it can cause pain and expense in the long run. Don't forget the Church Council is a legal entity in its own right – and it's not always necessary to come up with a new complex structure when what you have is perfectly adequate for what you want to do.

10. PLANNING

Do you need a separate group to develop a new project? What is your project structure? Who reports to whom? What is the pattern and regularity of communication? Try to evaluate as you go along – what works, what needs changing? Don't be afraid to admit something isn't working. Be prepared to let go and let other people take over – delivery can take a different set of skills to development.



Fundraising Learning Points

Canon Richard Cattle

24 June 2014



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1. Counting the cost
2. Sharing the vision
3. Securing a champion
4. Assessing prospects for success
5. Securing committed fundraisers
6. The first major gift
7. Maintaining momentum
8. Managing the team
9. Saying thank you
10. Keeping goodwill when the campaign is over



1. Counting the cost

- a) Remember the parable of the man intending to build a tower (Luke 14.28), counting the cost to finish the project.
- b) Make sure that it is the full cost; for you will have to pay not only the builder but also professional fees. Above that will be the cost of raising the money.
- c) Effective fundraising is not cheap. You may have to pay for promotional events, printing, postage and publicity.
- d) A major campaign to raise in excess of £50,000 may require some support from a professional fundraiser (you may care to consider Jehiel the Gershonite).
- e) Above all is the very considerable investment in time required from the fundraising team. This is the great hidden cost.

2. Sharing the vision

- a) Convincing others of the need.
- b) Saying how what you are proposing will make a difference.
- c) Publicity both free via the media, and in printed form - which can be costly.
- d) Information events both large (a grand launch) and small (an opportunity to convince a major donor prospect).
- e) Making sure that the vision does not fade till the work is complete and fully financed.

3. Securing a Champion

- a) Your vicar or minister is the wrong person – in the wider world he or she will be perceived as having a vested interest in the project. Also there may be lack of total focus.
- b) The person specification demands someone who is widely respected, recognised for integrity and can speak with passion and conviction about the project.
- c) The champion has to be prepared to offer real time to the task of fundraising.
- d) Someone who only wants to lend their name to the cause will not drive successful fundraising.
- e) The most essential qualification of your champion is that he or she has made a generous personal gift.

4. Assessing prospects for success

- a) Set out a case for supporting the project
- b) Create a sense of immediacy and excitement
- c) The case for support must say why what is being undertaken is important.
- d) It will also say how the fundraising campaign can deliver results
- e) It will tell potential donors how to become involved
- f) It will set out the benefit for the donor. This can sometimes be hard to identify.
- g) Test the reaction of a range of prospective donors to the question 'would you give to this?'



5. Securing committed fundraisers

- a) A committed fundraising team is essential
- b) A range of skills is required, both administrative and front line fundraisers.
- c) The frontline fundraiser has to be prepared to make a personal gift and to ask other people to do the same.
- d) The Champion and the front line fundraisers **MUST** form the majority of the team.
- e) All the team need to commit not only their money but also their time.
- f) Do not recruit team members who do not offer both.

6. The first major gift

- a) Securing the first major gift enables the campaign to move into top gear.
- b) The potential for major and significant gifts should be identified at the initial meeting of fundraisers.
- c) An individual making a personal generous gift is essential as a first step.
- d) A substantial grant from a trust or grant making body is also essential.
- e) If substantial funds are being sought it is likely that about 75% of the funds raised will come from this source.

7. Maintaining momentum

- a) Fundraising is a project that requires careful management to achieve its final target.
- b) A cash flow plan is essential, especially if funding is required for a project which has already commenced.
- c) It is not good to commence a project without first securing cash or firm pledges sufficient to meet the full funding requirement.
- d) Sharing regular progress information with the full team as well as with the sponsoring body is vital. A monthly detailed report is the absolute bare minimum.
- e) The champion should have a weekly progress report, and news about major donations/grants should be communicated to the team within 24 hours of their receipt
- f) Have a production line approach to grant applications.

8. Managing the team

- a) At the outset agree the level of time commitment required and the frequency of meetings.
- b) Make honest assessments of progress on a regular basis.
- c) Give praise for success.
- d) Stand down members who are not making a positive contribution (i.e. not asking for money). This is really important.



9. Saying thank you

- a) All gifts should be very speedily acknowledged with a formal letter of thanks.
- b) The letter should be prepared for signature by the most senior person involved in the project (i.e. the Vicar or minister)
- c) The letter should be personalised by referring to any special interest or concern of the donor.
- d) In the case of a major donor or grant making body a regular progress report about both the project and the fundraising should be sent as a matter of course. The maximum interval between such reports should be six months.
- e) All donors should receive a regular newsletter about progress on a monthly basis.
- f) Keeping the interest of donors will often lead to further gifts especially when striving to achieve the final goal.

10. Keeping goodwill when the campaign is over

- a) During a fundraising campaign new supporters will have contributed and old ones re-enthused. Continuing to value them as part of the church community is really important.
- b) The basic reason is to recognise that those who have supported us also deserve a continuing relationship when the campaign is over.
- c) Individuals should receive invitations to significant events (most certainly to any formal ceremony to mark the conclusion of a project)
- d) Grant making bodies should receive an annual report of activities, perhaps a personal note telling how their gift has made a difference.
- e) This is for the very basic reason that you may wish to ask them to help you again.



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CASE STUDY

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ST MICHAEL AND ALL ANGELS, SUTTON, DIOCESE OF PETERBOROUGH • Grade I

This small grade I church was built in the 12th century as a chapel-of-ease to St Kyneburgha, Castor for the benefit of the villagers of Sutton and to serve the Peterborough Abbey Grange Farm and Manor in the village. In 2009, Sutton had two buildings used by residents for gathering together- the solid and ancient Church and a deteriorating Reading Room in Lovers Lane. Neither had a toilet or water supply. The decision was made to reorder the church internally to incorporate a toilet and kitchen at the western end and achieve compliance with disability legislation. The chancel remains exclusively a place for religious ceremony. The nave has become a dual-use area. The pews were removed and replaced with chairs and the timber floor replaced with quarry tiles. Completed in 2010, this has enabled a range of activities to be conducted including meetings, coffee mornings and other social events, children's activities, and electoral functions as well as church services and related events. The project has been a very successful cooperative venture between the Parochial Church Council and the local Parish Council. The Parish Council and the PCC have agreed the terms of a legally binding arrangement to ensure that the community use would be guaranteed for the long term.

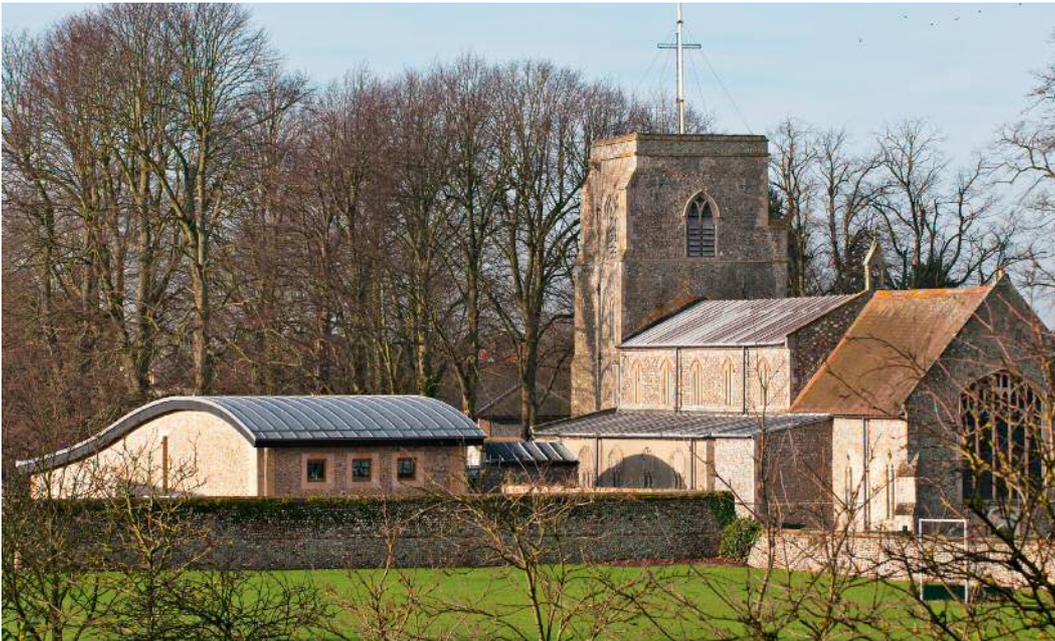


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CASE STUDIES

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THE PARISH CHURCH OF ST ANDREW THE APOSTLE, HOLT, NORFOLK • Grade II*

St Andrew the Apostle, Holt, Diocese of Norwich (grade II*)
Completed in February 2013, this project has built a modern extension on land adjoining the churchyard, purchased from Gresham's School. It has been situated on the south side of the Church and linked to the south porch of the church. It had been recognised that for a number of years that St Andrew's needed more space to provide a permanent office for the Parish Administrator, a new sacristy, facilities for the choir, meeting space for the PCC, other committees, youth work and the Sunday School during services. Previously the church was having to use the vestry/sacristy, originally the south porch, for many of these purposes. There was also no public or disabled toilets, no facilities for light refreshments within the church and a chronic shortage of storage space. The provision of new facilities has also enabled opportunities for far greater access to the community, by being able to offer a venue for concerts, public meetings, self-help groups, exhibitions, and use by the local primary school. It cost £716,000 including professional fees.



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RESOURCES

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Sources of further guidance and information on looking after a church building and developing it for wider community use. (The links will take you to the relevant sections of the websites listed below)

DENOMINATION WEBSITES

The first place to visit will be your denomination's website.

The **Churchcare** website is maintained by the **Church of England's** Cathedral and Church Buildings Division, but is a comprehensive resource for anyone managing a church building. There is guidance on developing a church for wider community use. It explains the Church of England's Faculty System and what to consider when making changes to the use or physical fabric of your church. <http://www.churchcare.co.uk/>

Church of England dioceses have very useful guidance and information on their websites usually under a menu heading of church buildings or looking after your church buildings.

In the **Catholic Church**, the care and management of church buildings comes under the Patrimony Committee. <http://www.cbcew.org.uk/CBCEW-Home/Departments/Christian-Life-and-Worship/Patrimony>

The **Methodist Church** has guidance on managing and developing their churches here <http://www.methodist.org.uk/ministers-and-office-holders/property>

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

http://www.baptist.org.uk/Groups/220864/The_Baptist_Union/Resource_Library/Free_Resources_and/BUC_Guidelines/BUC_Guidelines.aspx

The **United Reformed Church's** Plato Property Handbook which covers all issues to do with buildings. <http://www.urc.org.uk/plato-property-handbook1/613-plato-property-handbook.html>

The **Quakers** have information on managing meeting houses and developing new building projects here <http://www.quaker.org.uk/property-matters>

OTHER SOURCES OF ADVICE

The **National Churches Trust** offers grants, a Building Advice section and a Resource Centre which links to further guidance on all aspects of looking after and developing a church building. <http://www.nationalchurchestrust.org/building-advice>

The **Churches Conservation Trust** (CCT) is increasingly encouraging and supporting community-based extended uses to help sustain the churches in their care. The Regenerating Communities section on their website provides guidance as well as inspirational case studies. <http://www.visitchurches.org.uk/Aboutus/Regeneratingcommunities/> CCT have also produced a developing Business Plan toolkit which focusses on this crucial part of the process for achieving funding and ensuring long-term sustainability. It is illustrated with helpful hints and case studies from other community groups who have gone through the process. <http://www.visitchurches.org.uk/regenerationtaskforce/Businessplankit/>

The **Arthur Rank Centre** (ARC) is an ecumenical Christian charity with the aim of resourcing rural churches of all denominations. <http://www.arthurrankcentre.org.uk/home> . There is a comprehensive online resource to support individual congregations in maintaining their building, adapting it for today's needs, balancing conservation and mission and helping to make rural churches more accessible. <http://www.arthurrankcentre.org.uk/publications-and-resources/rural-church-buildings> There is also a Church Community Value toolkit which helps churches to calculate their financial contribution to their local community and demonstrate their distinctiveness



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providing evidence to support grant applications. <http://www.arthurrankcentre.org.uk/communities-and-farming/community-resources/item/9350-church-community-value-toolkit>

Resourcing Christian Community Action This study brings together current best practice in Christian care in local communities with the resources and knowledge base needed to multiply those good works across the country. <http://how2help.net/> offers information on how to start a project, how to manage a project it, where to get advice and good case studies.

The Church Urban Fund has resources for churches that want to set up projects to tackle poverty. <http://www.cuf.org.uk/get-involved/act/resources>

The **Church Growth Research and Development** website aims to communicate and disseminate some of the Church of England's work on church growth research and development. This includes resources for churches wishing to grow through wider use of their buildings and community engagement. <http://www.churchgrowthrd.org.uk/>

The **Faith Based Regeneration Network UK** (FbRN) is the leading national multi faith network for community development, regeneration and social action. There

is guidance on every aspect of setting up and managing a community project and case studies. <http://www.fbrn.org.uk/resources>

The **Churches Trust for Cumbria** offers case studies illustrating rural places of worship engaging with their communities in innovative ways. There is also guidance and other support to help churches of all denominations develop their own projects. <http://www.ctfc.org.uk/>

ADVICE ON HERITAGE

English Heritage is part of the regulatory process and also offers advice and support. They offer useful advice on balancing the needs of congregations with the desirability of conserving heritage as well as guidance on obtaining permission and consents for works to places of worship. In 2012, they published a revised edition of their guidance on New Work in Historic Places of Worship. All can be downloaded here <http://www.english-heritage.org.uk/caring/places-of-worship/>

The **Royal Institute of British Architects** has a register of architects <http://www.architecture.com>

The **Council for British Archaeology** <http://new.archaeologyuk.org/>

The **Ancient Monuments Society** <http://www.ancientmonumentsociety.org.uk/>

The **Society for the Protection of Ancient Buildings** <https://www.spab.org.uk/>

The **Georgian Group** <http://www.georgiangroup.org.uk>

The **Victorian Society** <http://www.victoriansociety.org.uk/>

The **Twentieth Century Society** <http://www.c20society.org.uk/>

The Building Conservation Directory provides a list of over 1,000 practitioners and suppliers in the areas of conservation, restoration and repairs from access audits to wall painting conservators. You can access the Directory free here <http://www.buildingconservation.com/>

The Heritage Lottery Fund provides a range of good-practice guidance to help you plan and deliver your heritage project. This includes reducing environmental impacts, guidance on carrying out evaluation, making your project fully accessible, using digital technology in heritage projects, how to encourage community participation and working with volunteers. www.hlf.org.uk/HowToApply/goodpractice/Pages/Goodpracticeguidance.aspx#.U0abSvldURo

The Centre for the Study of Christianity and Culture, University of York is developing a range of training resources and study packs which are downloadable. There is a DVD-Rom on the History of the English Parish Church which



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All Saints Church,
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Oakham
LE15 6AA

can provide help in understanding your church and developing a Statement of Significance. <http://www.christianityandculture.org.uk/churches>

GUIDANCE ON COMMUNITY PROJECTS

The **Diocese of Hereford** (CofE) has produced a toolkit - Crossing the Threshold: a community development approach to the use of church buildings – a step-by-step guide to developing and delivering sustainable community projects in church buildings. Download for free from http://www.hereford.anglican.org/churchgoers/community_partnership_and_funding/about_us_and_latest_news/index.aspx

Approach your **local authority** (ask for Community Development) or **local strategic partnership** (your local authority can point you in their direction).

Your local **voluntary and community sector** (VCS) infrastructure organisation can provide vital support for voluntary organisations and community groups in the form of advice on setting up new projects as well as information on local grants available and support in the application process. NAVCA (National Association for Voluntary and Community Action) is the national voice of local support and development organisations and their directory will help you identify your local organisations. <http://data.navca.org.uk/members/directory>

The Plunkett Foundation supports rural communities to set up a wide range of community-owned enterprises and social enterprises providing vital rural services <http://www.plunkett.co.uk/>

Community Tool Box provides practical guidance on all aspects around setting up community projects. <http://ctb.ku.edu/en>

Locality is the leading nationwide network of development trusts, community enterprises etc. Also provides advice on setting up community share funded projects <http://locality.org.uk/>

Village SOS offer tools, support and expert guidance to help communities take a step towards starting their own community businesses/social enterprises and guide them through the journey from their initial idea to transforming the area. There is also an advice phone line. <http://www.villagesos.org.uk/>

Action with Communities in Rural England (ACRE) is the national umbrella body for the 38 charitable local development agencies, also known as Rural Community Councils that make up the Rural Community Action Network (RCAN). RCCs can offer advice, support, and access to grant databases. <http://www.acre.org.uk/about-rcan>

The Big Lottery have undertaken research into the community projects they have funded and provide good advice to those planning new projects <http://www.biglotteryfund.org.uk/research>

GUIDANCE ON FUNDING

Here are the most relevant links. Liaise with your local authority, local strategic partnership, voluntary action, council for voluntary services, or rural community council. Some can offer you free access to national funding databases, whilst others produce funding directories of regional and local sources of funding.

Funding Sources – you will find information on other sources from websites listed above.

The Heritage Lottery Fund - <http://www.hlf.org.uk/>

The Big Lottery - <http://www.biglotteryfund.org.uk/>

The National Churches Trust <http://www.nationalchurchestrust.org/our-grants>

The All Churches Trust <http://www.allchurches.co.uk/>

The Church and Community Fund – <http://www.ccfund.org.uk/>



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FUNDING GUIDANCE

Giving to Heritage is the Heritage Alliance's new training programme for fundraisers in the heritage sector. Aimed at any member of staff, volunteer, committee member or trustee, from a heritage or community group with responsibility for developing and delivering fundraising activities, it offers a series of workshops across the country. <http://www.theheritagealliance.org.uk/gth/>

The Church of England's **Parish Resources** <http://www.parishresources.org.uk/resources-for-treasurers/funding/> offers a range of funding guides to help you target funding for projects – either for capital works or for mission. They are intended to be simple “how-to” guides and cover a range of topics from Preparing a Funding Strategy, A Simple Guide to writing a Business Plan to running Fundraising Events.

The Big Lottery website also offers guidance <http://www.biglotteryfund.org.uk/funding>

How to obtain funding from the **Landfill Communities Fund**: http://www.parishresources.org.uk/wp-content/uploads/FG12_Landfill_Communities_Fund.pdf

The two main heritage focussed **Funding Directories** are:
The Heritage Alliance Funding Directory <http://www.theheritagealliance.org.uk/fundingdirectory/>
The Architectural Heritage Fund gives grants and loans <http://www.ahfund.org.uk/> and also runs the Funds for Historic Buildings website <http://www.ffhb.org.uk/>

Funding Central provides up to date information on local and national sources of funding for charities and projects as well as funding training opportunities. Subscribe to a free alert service to hear about new funding programmes that match your criteria. <http://www.fundingcentral.org.uk/>

The **Directory of Social Change** is probably the most comprehensive directory available and provides links to the main funding websites www.dsc.org.uk, www.trustfunding.org.uk and www.governmentfunding.org.uk. There is a registration fee for these, but your local authority or local library may be able to provide cheaper access.