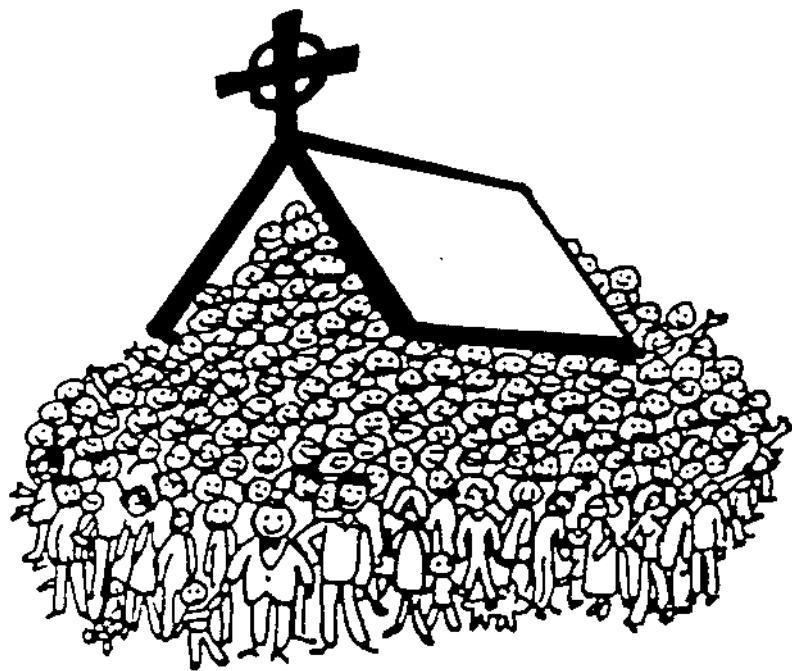


Developing Your Church Buildings

A Guide through the Process
from Ideas to Business Plan to Building



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June 2001

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Introduction

Churches need to develop their buildings for a wide range of reasons – for instance because they are too big or too small, falling down or crumbling, wrongly designed for today’s church or community needs – or because of a need to balance the books and make the buildings cover the costs of their upkeep.

Any development of church buildings needs to take place in the context of the mission of the church in its neighbourhood; the building needs to reflect and to speak of what the church stands for, what it wants to promote and how it can best be used in response to contemporary needs. Before any major undertaking of buildings development, I would recommend an inspirational read - ‘Re-pitching the Tent’ by Richard Giles, an innovative and challenging approach to reordering the church building which starts with mission (see Resources).

This pack is designed to help clergy and Parochial Church Councils through the practical hurdles of building developments, especially when the new development will involve community use. I hope it will provide you with some pointers and questions to ask in order to maximise your chances of raising the necessary cash, keeping legal and not wasting time or money. As the Diocesan Surveyor says, if the development of buildings is planned like a military operation, it stands a good chance of being executed in good order with the desired outcome!

To start at the back – the appendaged yellow A3 sheet is a flow chart of the first 6-12 months – which looks horrendously complicated. We have managed to contain everything onto one sheet, in order that the four parallel lines of Building Issues, Land Title Issues, Building Management and Community Development can be worked on simultaneously. Be assured that you will not necessarily have to do all of these things! Perhaps pin it to your wall, tick what you’ve completed, and put a cross through what you don’t need to do.

The sheets and checklists of the pack put flesh on some of the bald statements of the flow chart, giving pointers to some of the processes. Please also refer to the Diocesan Handbook for further flow charts and information, and to the Purple Packs for further project development resource material. Then finally there is a resources sheet - of people and publications - which may help on the way.

Good luck!

*Jill McKinnon
Community Development Adviser
20 June 2001*

The Project Appraisal Meeting: It's All in the Planning!

This paper sets out the procedure that should be followed when parishes have a building development programme, and is to ensure that the various diocesan constituencies are informed and involved.

Background

The church of England has evolved over many centuries and consequently has ended up with a complicated structure of ownerships and responsibilities. Parishes are still evolving and occasionally come up with ideas affecting the use of buildings, which may, on the face of it, seem simple, but are often surrounded by difficulties. There have been a number of cases recently when parishes have proceeded with building projects and have been held up because there has been insufficient co-ordination between the various parties which have to be involved. This can result in tension as work may have been carried out in good faith, but have to be re-done when the next stage is reached. The five areas that need to be co-ordinated are:

- Title
- Planning Controls
- Building
- Pastoral
- Finance

It is often the case that there is no project co-ordinator. This can cause delay when officers need to contact the parish.

Proposal

It is recommended that when a parish contacts any diocesan officer about a project that will involve development work of any form, they are asked to contact their archdeacon, who will call a 'Project Appraisal Meeting.' Development work involving just the church building may not require an appraisal, but the archdeacon still needs to know!

This meeting should be convened as soon as the parish are able to describe their vision on paper. It need not be detailed, but should give an indication of how buildings and people are affected. This Appraisal meeting is likely to involve:

The Archdeacon
Parish Representatives
The Diocesan Surveyor (Roger Pickett)
The Pastoral Secretary (Andrew Lane).

In addition, Kevin Hawkes (Diocesan Resources Officer), Bob West (Parish Finance Officer), Jill McKinnon (Community Development Adviser) and Steph Blackwell (Urban Projects Adviser) may be invited, and should receive briefing notes of the original meeting. This may not be relevant for Jill where no community development is involved,

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or for Steph in non-UPA parishes, but they will still be informed. This will enable all the diocesan officers to consider the implications of the plans. If the project involves more than just the church building, the Diocesan Surveyor will arrange for the item to go on the Sites Committee agenda, and can advise on planning and other building issues. The Pastoral Secretary will consider any implications for the Diocesan Advisory Committee (DAC), advising the relevant diocesan adviser, and the Diocesan Pastoral Committee, preparing any necessary Pastoral Schemes. The Parish Finance Officer will look at the financing of the project and be prepared to advise on loans or grant applications.

The parish must then ensure that a project co-ordinator is appointed through whom all contact will in future be made. The parish will also need to be informed of the involvement of the diocesan solicitors and/or surveyors and be aware of the cost implications.

Progress will also need to be monitored carefully and we look to the parish to ensure that diocesan officers receive regular up-dates. This is particularly important when finance has to be put in place at the correct time, and to ensure that relevant 'permissions' have been applied for.

These guidelines have been drawn up as we all need to work together to ensure that plans and ideas can come together to a successful conclusion.

*Simon JB Parton
Diocesan Secretary
21 July 2000*

Some Do's And Don'ts from the Diocesan Surveyor!

All of these matters can be further discussed at the Appraisal Meeting.

Don't spend any money until –

- the land title has been investigated (usually free or minimal cost)
- you have had a planning appraisal by a chartered planning consultant (a useful tool, relatively cheap, between £800 and £1000)
- you have had an informal valuation appraisal indicating that the scheme appears to be financially viable

These need to be fed into your architect's brief.

Do

- ensure the design of your building is within costs which you can afford
- be careful about which consultants to appoint
- talk through these issues and any problems with Roger Pickett, who can help you through the process.

Roger Pickett
Diocesan Surveyor

Building Issues

The Diocesan Advisory Committee (DAC)

The DAC is a statutory body set up under the Care of Churches and Ecclesiastical Jurisdiction Measure 1991. Its main role is to advise the Chancellor on proposals for work that parishes wish to carry out in their church or churchyard. The DAC also provides advice and assistance to parishes, architects and all those engaged in the care of church buildings. Members of the DAC give their time and skills freely. The Committee encourages parishes to invite the DAC to consider their preliminary plans at an early stage in the design process. Any parish wishing to take advantage of this service should contact the Pastoral Department at Trinity House.

Faculty Procedure

Before any works are done or alterations made to a church or its furnishings, or in a churchyard, or before anything is introduced or removed from a church, the law requires that it is authorised by a faculty. The legislation allows for some faculties to be granted by archdeacons. However, in the Diocese of Southwark all faculties are granted by the Chancellor.

De minimis

There are certain minor items of work that the Chancellor of the Diocese has agreed can be carried out without formal authority. A list of these – known as the De Minimis List – was drawn up by the Chancellor and revised in 1998. A copy can be obtained from the Pastoral Department.

Extracted from the Diocesan Handbook

FACULTY APPLICATIONS - A BASIC GUIDE

1. Is a faculty needed?
 - consult list of matters not requiring a faculty (*the 'de minimis' list*)
or speak to your Archdeacon
or call the Pastoral Department at Trinity House (020-7939 9400) and speak to Andrew Lane or Peter Griffiths.
2. Prepare full details of proposed work (in consultation with your architect or other professional adviser):
 - specification;
 - drawings;
 - photographs;
 - statement explaining why the work needs to be carried out;
 - statement of significance of building (for major work to listed buildings);
 - supporting statement from parish architect (if appropriate);
 - any other documentation that helps to explain the proposed work.
3. Consult other interested parties (if applicable – early consultation is recommended) (e.g. English Heritage, local authority, Victorian Society, etc.) and obtain letter of support (if possible);
4. Obtain PCC resolution for work.
5. Send three copies of all details to DAC for consideration at least **two** weeks before next meeting and keep your Archdeacon informed.
(*Pastoral Department will acknowledge receipt of papers within one week*)
6. Wait for next DAC meeting (normally second Tuesday of month except August) or for response from sub-committee.
7. DAC sends certificate and faculty documents back to parish.
Don't start work yet!
8. Complete faculty petition and send to Registry as soon as possible.
Affix completed Public Notice to church door/notice board.
9. After 28 days, return completed Public Notice to Registry.
10. Chancellor grants Faculty (usually!).
11. ***Now you can start the work!***
12. On completion of work, return Certificate of Completion to Registry.

Andrew Lane
Assistant Diocesan Secretary (Pastoral)

Land Title Issues

Who Owns the Land?

There is much confusion over who owns ‘church’ property, and if property transactions are to run smoothly then it is very important that those dealing with property matters have an understanding of the complexities. It is essential that any professional consultant advising on these matters understands them completely, otherwise a great deal of time and money is likely to be wasted.

Church Land

This is the land on which the church stands, and includes, in many cases (but not necessarily all) the surrounding churchyard. The freehold interest of this property is vested in the incumbent, for the time being of his or her incumbency, but the disposal of any legal interest is controlled by the Pastoral Measure 1983. Decisions in relation to church property all need to be routed through either the Pastoral Committee and/or the Diocesan Advisory Committee, and will be subject to Faculty Jurisdiction. In some cases schemes will be needed under the Pastoral Measure. For further details about the Pastoral Measure 1983, the diocese has a leaflet: see Resources.

Glebe Land

This is land which has been vested in the Southwark Diocesan Board of Finance by virtue of the Endowments and Glebe Measure 1976. It is quite common for there to be some glebe land adjoining church and parsonage sites, and where this occurs it needs to be remembered that the freehold interest of such land vests in the Board as a distinct party who will have different interests from the adjoining owners, even if there is a common purpose and intent. The Board has effective control of glebe property to use it, as it sees fit, to generate income for clergy stipends. Management decisions are taken by the Executive and Glebe Committee, and day to day management is carried out by the managing agents, Biscoe Craig Hall. The consent of the Church Commissioners is needed before any transaction can be completed.

Parish Property

This is the property which the parish possesses, and usually takes the form of church halls and curate’s houses, but may include other land or buildings. All parish property, both financial investments and real estate, is vested in the Diocesan Board of Finance (DBF), in its capacity as custodian Trustee, and the parish has the use of such property in their capacity as managing trustees. Both the Trustees of the DBF and the individual members of the Parochial Church Council are severally and individually responsible under charity law for the proper management of all their assets. Any proposals to develop land owned by the parish will go before the Sites Committee, which will advise the DBF in the exercise of their duties as Custodian Trustees, under the Charities Act 1993.

The Southwark Diocesan Sites Advisory and Redundant Churches Uses Committee

This committee is formed from two separate committees:

- 1 the Sites Committee, which is an advisory committee considering development cases. Should a parish own land or buildings which it wishes to develop or sell for development, and which involves other church owned properties or land (glebe, parsonages or church land) then that proposal will be placed before the Sites Committee.
- 2 the Diocesan Redundant Churches Uses Committee, established by the Pastoral Measure to consider uses for churches which are declared redundant.

Extracted from the Diocesan Handbook

Parish Owned or Maintained Property: Instructions to Professional Advisers

When employing professional advisers in respect of parish owned or maintained property, PCCs should give formal instructions in order to avoid confusion and disputes at a later stage.

PCCs should take appropriate professional advice on property matters and ensure that the relevant diocesan body is informed in writing. Whenever surveyors or other advisers are appointed, the following matters should be considered and agreed:

Extent of Work to be Undertaken

This may be general preliminary advice or a detailed in-depth report, including valuations and formal recommendations. Fresh instructions should be given before the advisers proceed to a further stage of the work.

Fees to be Charged

Fees may be charged on a different basis at each stage of a project (eg preliminary advice may or may not be free, a formal report on a time charge basis, and marketing and sale of a site or property on a percentage basis). The basis on which fees are charged should always be agreed in advance and there should be a clear understanding by PCCs and professional advisers as to when charges begin to run.

Fees for Abortive Work

There should be clear agreement about whether fees are payable in the event of a project not proceeding, as some advisers may not be willing to give advice on a speculative basis.

Sharing of Fees

If fees are to be shared (eg with the diocese) the basis of this should again be agreed in advance.

Formal Instructions

These should always be given in writing, and when they come from an incumbent it should be made clear that they are given on behalf of the PCC.

Use of Diocesan Advisers

PCCs are free to appoint their own advisers but they should bear in mind that where benefice or diocesan property is also involved, the diocese will appoint its own advisers, and there may be cost savings if one adviser acts for both parties – although under charity law, consideration may need to be given to a potential conflict of interest.

Extracted from the Diocesan Handbook

Planning Issues

A Policy on Controversial Planning Matters

This policy was passed by Diocesan Synod in November 1990. It is there in order to:

- a) give parishes confidence of assistance
- b) prevent ginger groups from setting up the church as an easy target
- c) deal with pressure from third parties.

It was borne out of experience!

“When managing the Diocesan Property Portfolio, Committees of the Diocese will:

- i) have regard to the Bishop’s Council resolution dated 15 June 1987 – in looking to meet low cost housing needs in UPA areas [Minute No. 31/87]
- ii) normally look to reach market values
- iii) encourage full discussions with Local Planning Authorities on future land use when Local or Structure Plans are being revised
- iv) encourage sensitive development solutions to sites so as to enhance the locality and simultaneously address the economics of the site
- v) provide as part of the scheme the accommodation which the Diocese considers to be appropriate after it has first considered the needs of the area as seen by the parish
- vi) seek to produce a scheme which will be welcomed by the Local Planning Authority and all other interested Statutory bodies
- vii) ensure that as appropriate and within reasonable limits the proposals are welcomed by such self appointed bodies as the Victorian Society, the Georgian Society, Civic and Amenity Societies etc
- viii) represent diocesan interests where appropriate by holding public meetings at which proposals are explained and at which constructive comments are noted and considered in the subsequent diocesan decision making process
- ix) lodge Planning Applications (which in each case will deal with all those matters which the diocese considers to be important and reasonable) with the full knowledge that under some circumstances the application will proceed to appeal
- x) appeal refusals where it is considered prudent and where appropriate by means of a public inquiry

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- xi) accept that there may, very rarely, be occasions when it might be right to pursue a point of law on a dismissed appeal
- xii) generally use the 'Planning Legislation' to determine whether a contentious, but considerate and properly thought out proposal should proceed
- xiii) accept the need on occasions to be represented at public inquiries dealing with local and structure plans.

Diocesan Synod, 3rd November 1990, DS 25/90

Community Development

If your building development is to reflect your mission to respond to the needs of local people, and to involve a consideration of good stewardship of your resources, then you will need to take other issues into account when planning. This needs to be done from the outset of the idea, and not as an 'add-on' once your building plans are complete – otherwise you are at risk of the design of your buildings not reflecting the needs that you wish to respond to. A thorough investigation of your local needs and resources will also assist you – and in some situations is a necessary pre-requisite – for raising funds for building development.

So from your ideas about what needs you see, and your visions about what your building might become, you need to find out about three areas:

- The neighbourhood
- The church – your people resources
- The church – your building resources

in a systematic way, which enables you, the church, to decide on your priorities for the future.

The Social Audit

Many churches undertook social audits – also called Parish Profiles - following the publishing of Faith in the City in the late '80s; since then, there have been considerable changes in resources, housing, demography and need.

The social audit is a way of finding out more about your church, your neighbourhood and the relationship between the two. It is a tool to help your church:

- Understand itself in its situation
- Reflect on its purpose
- Make plans for becoming more effective, outgoing and participating
- Take action to implement those plans.

It can be a very rewarding and enjoyable project for the whole congregation to get involved in. There are resource materials and creative ideas that have been tried and tested in parishes, which in themselves will enhance the impact you are making on the local community, as well as giving you the information you need as a foundation for future developments. Even if the audit tells you not much more than what you already know, it is worth it for the evidence.

A complete social audit is 3-pronged. It looks at:

- your local community needs and resources – who lives here, what is it like to live here, who gains and who loses, what services are provided, where are the gaps, what do people say would make a difference to the quality of their lives?

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- your building resources – look at your church plant, what is it saying to the local community, are there spaces for new groups to use it, who is using the building at the moment, who pays how much for what?
- your people resources – how do you manage your buildings, could you improve your management, what talents do you have within your congregation, is everyone using their gifts appropriately and to full capacity?

Sometimes churches have already done bits of this, or want to focus more on one aspect than another. The real strength of a social audit is that, although it will need to include some statistics, it is very much based on people's experience of living in your parish, and their opinions about what would make a difference.

It can take a number of months to complete, and your PCC will need to set up a working group to plan and monitor it. But if you are in a UPA, the allocation of a CUF small grant will enable you to employ someone to do much of the leg work. I am available to work with your group in setting up the process and seeing it through.

In relation to the development of your buildings, the social audit informs you about what you want to happen in your buildings, and provides important background information for your architect, as well as the basis on which you develop a business plan for what will happen inside them.

Drawing Conclusions from the Social Audit – Towards the Business Plan

The process of drawing together what you have found out, and deciding on your priorities for neighbourhood, church and buildings, is crucial if your future developments are to have firm foundations. You need to decide

- What you are most concerned about
- Who you are most concerned about
- What you want to do/offer as a result
- What you could do with your existing resources:
- People, buildings and money
- What extra resources you will need to develop your plans – people, employees, buildings adaptation, re-ordering and equipment, money, capital and revenue.

The answers to these questions form the basis for your business plan, as from these you will derive your aims, objectives, targets, job descriptions and budget for capital and revenue.

*Part adapted from the Purple Pack Part 1
Jill McKinnon
Community Development Adviser*

Church Urban Fund Small Grants

At the time of going to print, the Church Urban Fund is under review, and the availability of grants in the future, and how they will be managed, is unclear. But for now, this is the situation.

To be eligible to apply for a small grant, you must be a recognised faith group or church and be situated in an urban priority area. The social audit grant (project feasibility for renovations of buildings) is a two stage process –

Stage 1: Social Audit

A grant will be considered towards research into the social need of the area, including consultation with the church and wider community, maximum grant £2000.

Stage 2: Architect Study Grant

Once Stage 1 has been completed, a grant could be considered towards the cost of the architect's fees if this was needed, maximum grant £1500, or 50% of the total costs, whichever is the lower, with evidence of match funding.

A grant for the second stage will not be considered until the first stage has been applied for, awarded and completed.

The aim of the scheme is to encourage parishes and groups to undertake a Social Audit Study before commencing on a major redevelopment project. Such a study is now a requirement for all applications to the Church Urban Fund involving the major redevelopment or reordering of existing church buildings for the benefit of the wider community.

For further information about how to apply for a grant, please contact me.

Steph Blackwell
Urban Projects Adviser

The Business Plan

The business plan is the organised account of why, what and how you are developing your buildings. The development of the plan is a process which involves a range of people and is owned corporately by the church. The plan then becomes your tool for raising capital for putting it into action, and then for doing the work. It needs to incorporate the whole range of developments, including capital expenditure – money put into the plant to change it – and revenue expenditure – money required to run it once it is functioning.

Questions to Ask before you Start

Who needs to be involved?

- The Vicar
- The PCC
- The congregation
- Users of the premises
- Potential partners
- Other agencies

What are the boundaries?

- Does it relate to the whole church plant, or just part of it?
- Does it relate to specific project(s)?
- Does it include existing work, new developments or both?

What assumptions may need to be discarded?

For example -

- We will carry on as we are
- We are doing this just to get some funding
- This only involves the vicar

What is the timespan of the plan?

- Overall plan – general direction, which will need to be reviewed to take account of changes – usually 3-5 years
- Specific goals – tasks identified on a year plan, usually 1 year

The Key Elements of the Business Plan

Mission/Vision Statement

Why you are developing: what you believe in, what you are concerned about, why you need to respond

Evidence of Need

Summary of the findings of your social audit

Aims

The overall direction/main intention for the development; the statement of the key priorities in the immediate to medium term future. Everything you do should relate back to the aims.

Objectives

The detailed plans of what the organisation will do to achieve its aims.

Goals/Targets

What you intend to achieve each year – how you will achieve your objectives. They need to be SMART – Specific, Measurable, Achievable, Realistic, Time limited.

Feasibility of your Goals/Targets

Inputs – resources you are committing to achieve the goals/targets

Outputs – what you produce and deliver, reflecting your goals/targets

Outcomes – what you expect to happen, the short and long term benefits, reflecting your aims and meeting identified needs

Job descriptions

For existing and potential employees, detailing the principal duties required in order to get the work done

Budget

Taking account of the resources you have and those you are seeking.

- Capital – eg for building, equipment
- Revenue – eg for salaries, running costs

Review and Evaluation

How you will assess whether you are achieving your goals

Management

How you will manage the process of

- a) seeking funding
- b) co-ordinating the rebuilding work
- c) delivery of services from the building.

The Business Plan Report

- Needs a one-page executive summary, and a full document maximum of 30 pages.
- Organise your information under headings (the above elements as a guide)
- Make the language clear, specific and task-centred.

Who Needs the Business Plan?

- PCC members should have at least the executive summary, and access to the full report
- Potential funders will require it, and elements from it within their application forms
- Consider writing a user-friendly version for display for your congregation and other users of your building.

How can you use your Business Plan?

- For funding applications
- To measure success
- To review last year, and as a basis for future planning
- To set agenda items, eg for PCC or managing sub-committee
- To identify resources required.

Jill McKinnon
Community Development Adviser

Buildings Management

Even if you already have a structure in place for managing the use of your premises, the development of your church buildings is a good opportunity to revisit the values you hold in how your buildings are used, and your existing structures, in order to set things up in good order for your 'new look' building.

The Values you Promote through your Building

- What is your building saying now to local people?
- What would you like it to say?
eg a place which is welcoming, and inclusive, with people who are concerned and involved in local and wider concerns.

Who Uses your building?

- Is it for local people, people you know, all age, specific groups?
- Who else might want to use it?
- What are your priorities?

Your Charging Policy

Are you aiming to:

- cover costs
- subsidise other church activities or building maintenance
- subsidise community groups who cannot pay the market rent
- build up a fund to replace the buildings?

Does this need reviewing?

What tariffs do you have as part of your charging policy?

For example –

- Flat rate for everyone
- Dependent on the means to pay
- Dependent on purpose for meeting
- 'Robin Hood' policy which subsidises poorer groups by groups who can pay the market rent
- Church free use
- Relative to costs, regardless of local market rent
- Relative to similar centres locally
- Subsidising of priority community activities or new initiatives

Does this need reviewing?

Management of the community use of your buildings

Who is involved?

- Church members only
- Partners in running activities
- Representatives of user groups
- Representatives of local community organisations

Does this need reviewing?

Adapted from the Purple Pack Part 1

Choosing an Organisational Structure

Funded projects need to have charitable status to demonstrate to funders that their objectives are charitable, and that they work to an agreed and accountable management structure.

Charitable status is achieved in two ways:

- By registration with the Charity Commission, and obtaining a charity number
- By being a charity 'excepted' from the requirement to register. Places of worship registered under the Places of Worship Registration Act 1855 are such excepted charities. This means that PCCs have charitable status, with no charity number, and that PCC members are quasi trustees within the meaning of the Charity Act 1992. Quasi trustees should act as though they are trustees, but the liabilities are not the same as for trustees – see Hehrens', Practical Church Management, Resources page.

The management of your premises needs one or other of these routes to charitable status. This is usually achieved by setting up a premises management committee as a sub-committee of the PCC, which is the route that the diocese generally recommends. In some circumstances however, for instance if there is a separate community project set up to run within the church buildings, it may be appropriate for that project to register as a charity in its own right.

The main responsibilities of the premises management committee are to be accountable to the PCC, who holds the ultimate responsibility, for the following:

- Maintaining a long term overview of the premises and all its work
- Making strategic and major decisions about the aims, objectives, policies and procedures for the smooth running of the premises
- Maintaining the premises in good repair
- Ensuring the building and those who use it are adequately insured
- Ensuring the activities of the premises are operating within the law, including health and safety, employment and child protection issues
- Ensuring the needs and interests of relevant people and bodies are taken into account when making decisions
- Ensuring adequate resources (people, money and building space) to carry out the agreed activities
- Employing and managing staff.

Adapted from the Purple Pack Part 3
Jill McKinnon, Community Development Adviser

Raising Funds For Your Church

If you are trying to fundraise for a community social action project in an urban priority area, contact Steph Blackwell.

However if you are fundraising outside of this specific field, perhaps raising money to restore a church or church hall, Communications and Resources may be able to help. There are several steps to take in preparation: -

- Be clear about what you wish to achieve and draw up a budget for your project; a detailed breakdown of costs will be required by prospective funders.
- What sources of funding may be available to you? National Lotteries Charities Board, Heritage Lottery Fund, English Heritage, Landfill Tax Credit Scheme, Trusts, Commerce and Industry, local businesses and local families. (This is not meant to be an exhaustive list and some have restrictive criteria).
- Please refer to me regarding Trust funding as Trinity House has access to a matching service called FunderFinder which aims to find Trusts which *might be* sympathetic to your need for funds.
- Your local lending library may be an additional source of information; librarians sometimes have knowledge about sources of funding locally and will have some reference books on the subject.
- Once you have identified those who you wish to target, consider how to approach your potential funders; Grant-makers receive many requests for funding every day. Think about why a Trust or local business would wish to support your project in preference to others. The secret is to make links between yourselves and grant-makers; these may be geographical, personal or through past association.
- Others will have formal application forms to be completed, but it is often worth making contact first by telephone; this is an opportunity to talk informally with an administrator or possibly a Trustee about your aims and goals and to possibly receive some guidance on what the grant-makers are seeking. *Beware*; small trusts which may be run by families will not appreciate such contact.

Please see Resources pages for how to contact me, and for other resource materials.

Kevin Hawkes MICFM (Cert) Cert Mgmt (Open)
Diocesan Resources Officer

Resources

Diocesan Officers

Archdeacons

Please advise your archdeacon of any buildings development you are planning to any part of your church plant, even if this development does not need to involve any other diocesan committees or officers

Roger Pickett, Diocesan Surveyor

Tel: 020 7939 9400, e mail: roger.pickett@dswark.org.uk

Manages all parsonage and diocesan property, serves and attends Parsonage and Property Maintenance Committee, Executive and Glebe Committee, Sites Committee, Diocesan Redundant Churches Uses Committee, and Church Trust Committee, and has considerable experience in handling complex development schemes where church, parish, parsonage and glebe land are all involved. He is more than content to make his experience available to any parish considering a development or redevelopment scheme.

Andrew Lane, Assistant Diocesan Secretary (Pastoral)

Tel: 020-7939 9456, fax: 020-7939 9469, e-mail: andrew.lane@dswark.org.uk

Secretary to the Diocesan Advisory Committee (DAC) and Diocesan Pastoral Committee. Deals with all enquiries about work on churches and churchyards, faculties, quinquennial inspections, parish boundaries, pastoral schemes (team & group ministries, unions, redundancy of churches, etc) and other related topics.

Kevin Hawkes, Diocesan Resources Officer

Telephone 020 7939 9439, e-mail kevin.hawkes@dswark.org.uk

I can offer help to PCC's which wish to look at and plan approaches to stewardship, including use of the diocesan programmes, TRIO, GEM and Pass It On, and stewardship preaching. In addition, I can offer advice to parishes which are starting on capital fundraising campaigns about sources of finance and planning how to make approaches to potential funders.

Steph Blackwell, Urban Projects Adviser

Tel 020 7939 9400, e mail steph.blackwell@dswark.org.uk

Steph works in urban priority areas and can provide help and support with strategic planning for fundraising as well as advice, training and help on making applications to funders.

Jill McKinnon, Diocesan Community Development Adviser

Tel 020 7939 9417, jill.mckinnon@dswark.org.uk

Offers tools, ideas, resources and facilitation for parishes and other networks who are finding out about local needs and resources, wanting to work in partnership with others, planning new community developments – including writing a business plan - and managing their buildings for community use.

Publications

General

The Diocesan Handbook and Resources Guide, available from Communications and Resources Department, Trinity House

The Pastoral Measure 1983: Answers to Some Questions, available from Pastoral Department, Trinity House

Practical Church Management: A Guide for Every Parish, by James Hehrens, publ Gracewing, 1988, ISBN 0-852244-471-0

Worship and Mission

Re-pitching the Tent, by Richard Giles, publ Canterbury Press, ISBN 1-85311-245-3, £16.99

Stewardship

GEM: Giving Enables Mission, a stewardship programme for a church which has a plan or strategy for mission, published by Diocesan Communications and Resources Department, £45

Fundraising

Fundraising for Churches, by Jane Grieve, publ SPCK, ISBN 0-281-05058-9, £12.99

Community Development

The Purple Packs for Planning Projects:

Part 1 Finding Out

Part 2 The Planning Process

Part 3 Setting up Your Project

By Ann Stricklen and Jill McKinnon, publ Board for Church in Society, £5 per pack

Community Profiling: auditing social needs, by Murray Hawtin, Geraint Hughes and Janie Percy-Smith, publ OUP, ISBN 0-335-19113-4

Brick by Brick: how to develop a community building, publ English Partnerships, tel 020 7680 2000

The Complete Guide to Business and Strategic Planning for Voluntary Organisations, by Alan Lawrie, publ Directory of Social Change, ISBN 1-873860-61-7, £10.95

Buildings Management

Managing Your Community Building: a practical handbook for people running buildings in local communities, by Peter Hudson, publ Community Matters, ISBN 0-900787-45-7, £15.95

Hall Management for both Mission and Money, produced by the Woolwich Area Mission Team, Diocese of Southwark, 1998.

Appendix 1: Useful Addresses

Council for the Care of Churches
Church House
Great Smith Street
London SW1P 3NZ
Tel 020 7898 1000

Amenity Societies

The Society for the Protection of Ancient Buildings
37 Spital Square
London E1 6DY
Tel 020 7377 1644

The Twentieth Century Society
70 Cowcross Street
London EC1M 6BP
Tel 020 7250 3857

The Victorian Society
1 Priory Gardens
London W4 1TT
Tel 020 8994 1019

The Ancient Monuments Society
St Ann's Vestry Hall
2 Church Entry
London EC4V 5HB

The Georgian Group
37 Spital Square
London E1 6DY
Tel 020 7377 1722

The Council for British Archaeology
Bowes Morrell House
111 Walmgate
York YO1 2UA
Tel 01904 671417

Joint Committee of National Amenity Societies
St Ann's Vestry Hall
2 Church Entry
London EC4V 5HB
Tel 020 7236 3934

Professional Associations

Association for Studies in the Conservation of Historic Buildings
C/o Mrs Margaret Davies,
Hon Sec
20A Hartington Road
London W4 3UA
Tel 020 8994 2803

Ecclesiastical Architects' and Surveyors' Association
Scan House
29 Radnor Cliff
Folkestone
Kent
CT20 2JJ
Secretary: Mr David S Clark, tel 01227 459401

Royal Institute of British Architects
66 Portland Place
London W1N 4AD
Tel 020 7580 5533

Royal Institution of Chartered Surveyors
12 Great George Street
London SW1P 3AD
Tel 020 7222 7000

Others

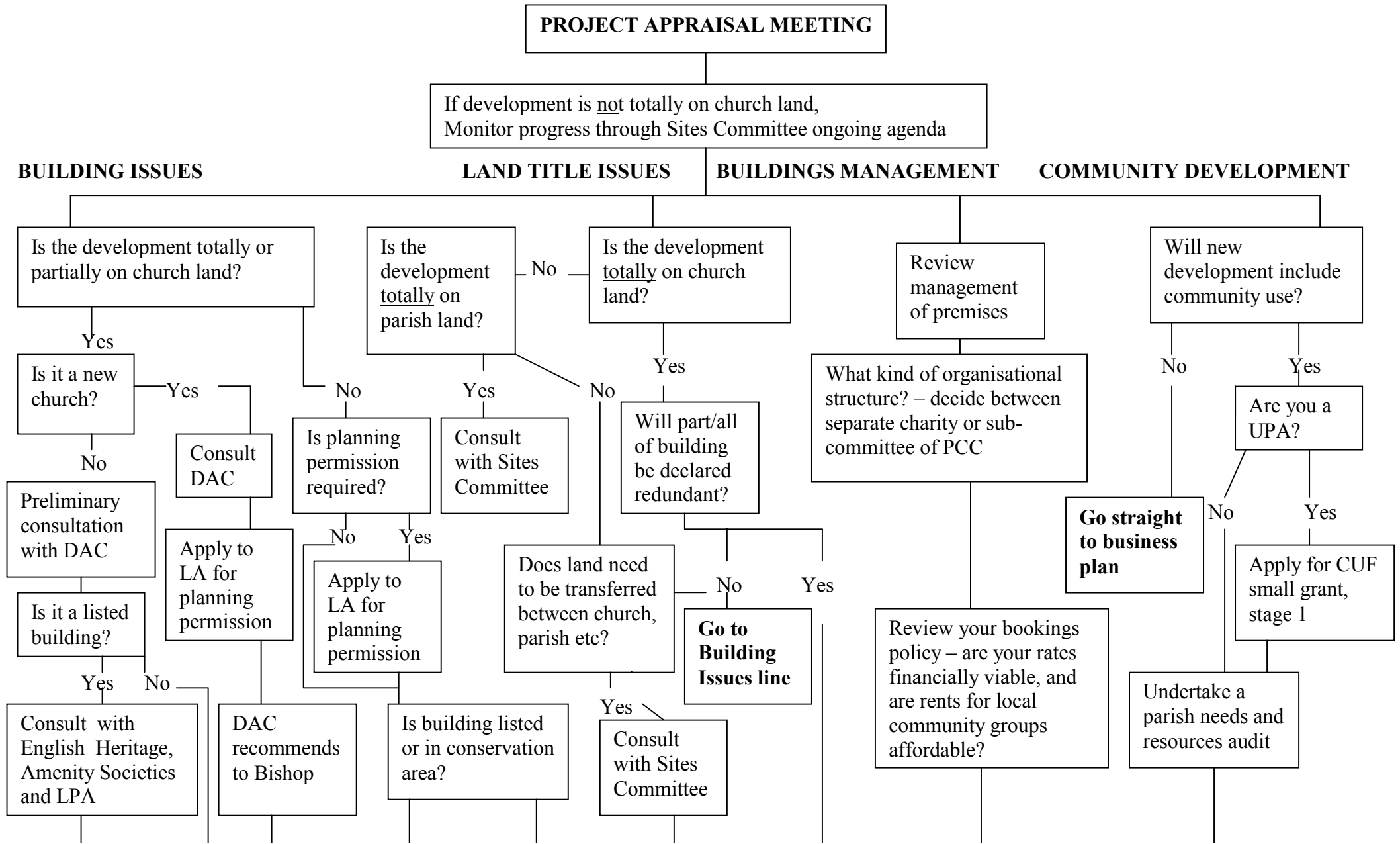
Charities Aid Foundation
48 Pembury Road
Tonbridge
Kent TN9 2JD
Tel 01732 771333

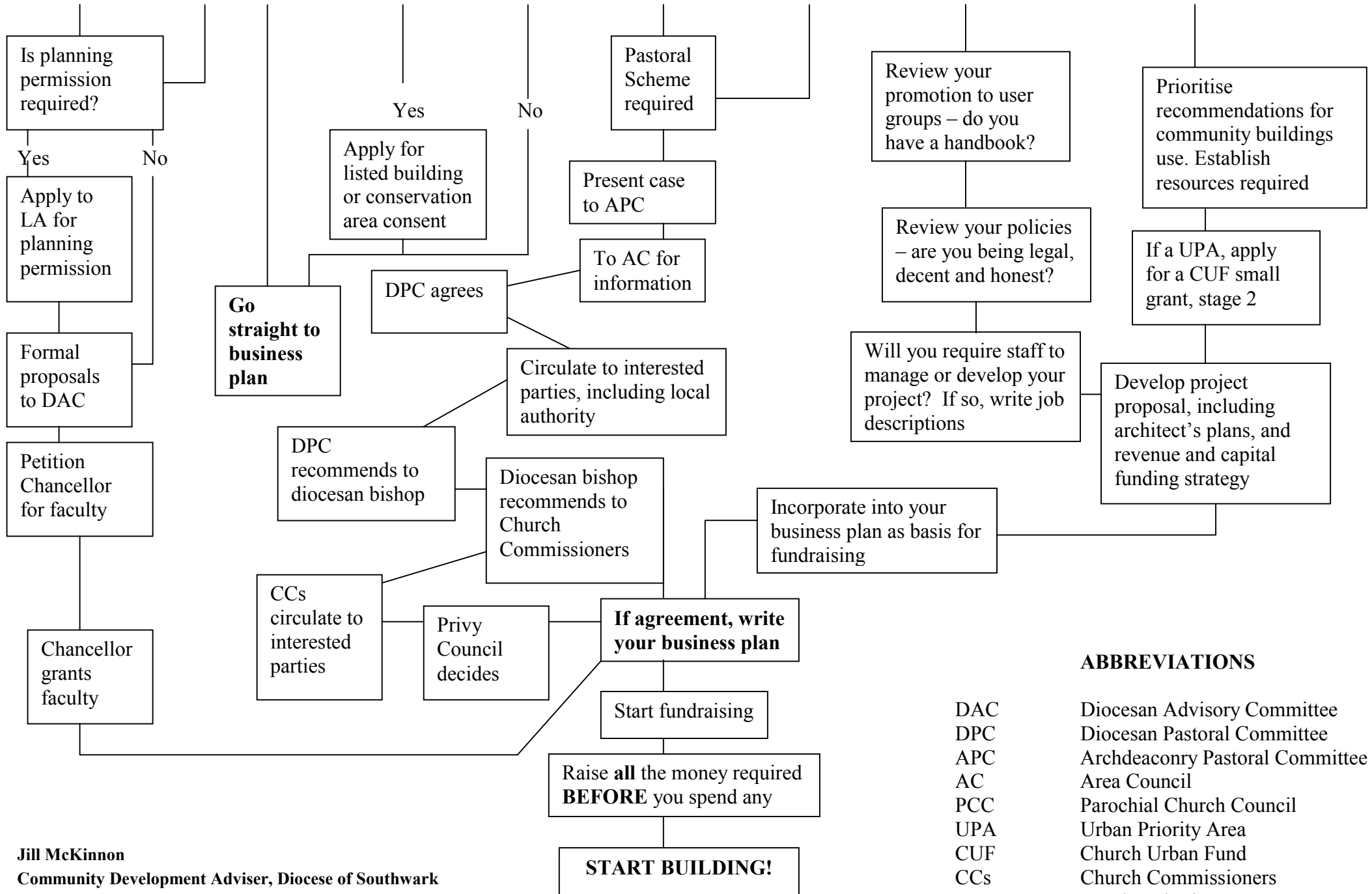
English Heritage
Fortress House
23 Savile Row
London W1X 1AB
Tel 020 7973 3000

At the time of going to press, Government Departments are in a state of flux, and it is unclear where responsibilities will lie within the new structure. You are advised to visit the government website, www.open.gov.uk for further information.

A Buildings Development Flow Chart

The first 6-12 months - from ideas, to business plan, to building





- ABBREVIATIONS**
- DAC Diocesan Advisory Committee
 - DPC Diocesan Pastoral Committee
 - APC Archdeaconry Pastoral Committee
 - AC Area Council
 - PCC Parochial Church Council
 - UPA Urban Priority Area
 - CUF Church Urban Fund
 - CCs Church Commissioners
 - LA Local Authority
 - LPA Local Planning Authority

Jill McKinnon
Community Development Adviser, Diocese of Southwark
20 June 2001