



Published by the Historic Religious Buildings Alliance (HRBA) in collaboration with the Diocese of Hereford

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# CROSSING THE THRESHOLD

A STEP-BY-STEP GUIDE TO DEVELOPING YOUR PLACE OF WORSHIP FOR WIDER COMMUNITY USE AND MANAGING A SUCCESSFUL BUILDING PROJECT



# Welcome

- Welcome and Introduction to Crossing the Threshold.
- Preparing the Ground for sustainable projects:
  - Vision and Mission
  - Community Audit and Consultation
  - Assessing Skills and Developing a Team



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**WELCOME** XX

*Huw Edwards, Broadcaster and Journalist and Vice President of the National Churches Trust*

**FOREWARD** XX

*Rt Revd Dr John Inge, Lead Bishop on Cathedral and Church Buildings, Church of England*

**INTRODUCTION** XX

*Bringing Buildings Back into Mission by Becky Payne and Wendy Coombey*

**STAGE 1: PREPARING THE GROUND****CHAPTER 1** XX**DEVELOPING YOUR VISION**

*will help you develop your vision, after talking to your congregation and other current users of your church building and reassessing your building.*

**CHAPTER 2** XX**UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY**

*explains how to consult with your local community to ensure that your project delivers something that will be valued and useful.*

**CHAPTER 3** XX**DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES**

*will help you set up your team, making sure you have all the skills you need. It also highlights some of the areas where your policies will need to be agreed and recorded.*

**CHAPTER 4** XX**GOVERNANCE – CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE**

*will help you to decide on the right organisational structure for your project that allows you to do what you want to do and importantly to retain the right level of control over what happens within and to your church building.*

# CONTENTS

**STAGE 2: LOOKING AT YOUR OPTIONS****CHAPTER 5** XX**DEVELOPING YOUR IDEAS – OPTIONS APPRAISAL, FEASIBILITY STUDY, ARCHITECT'S BRIEF AND THE DESIGN STAGES**

*helps you to assess all the options and work out which solution your Group feels provides the best solution and is the most feasible. It also offers guidance on writing Statements of Need and Significance and explains the process of appointing an architect.*

**CHAPTER 6** XX**BALANCING THE NEED FOR CHANGE WITH HERITAGE AND LITURGICAL CONSIDERATIONS – LEGALITIES AND THE CHURCH PLANNING PROCESS**

*helps you to design your building project while taking into account the heritage of your building and liturgical requirements. It also explains the permission process.*

**STAGE 3: DELIVERING YOUR PROJECT****CHAPTER 7** XX**PLANNING YOUR PROJECT**

*will help you develop a plan at the beginning of the project, and then keep it up to date as the project develops, so that you always feel in control.*

**CHAPTER 8** XX**WRITING A BUSINESS PLAN**

*explains how to make a strong business case for your project which will help you to access financial support.*

**CHAPTER 9** XX**ENSURING YOUR PROJECT IS SUSTAINABLE**

*takes you through all the elements of a project that you should consider to ensure your project is sustainable in the long term.*

**CHAPTER 10** XX**RAISING THE FUNDS**

*will show you how to develop a fundraising strategy which is a written plan that details your funding objectives and how you are going to achieve them. Describes the different methods of raising money.*

**CHAPTER 11** XX**IDENTIFYING THE RIGHT EXTERNAL FUNDERS**

*helps you identify the funders most likely to fund your particular project and how to manage the process of making applications.*

**CHAPTER 12** XX**COMPLETING APPLICATIONS – SELLING YOUR PROJECT TO FUNDERS**

*explains how to complete application forms in the most effective manner.*

**CHAPTER 13** XX**MANAGING PROJECT CASH FLOW**

*provides guidance on how to manage your cash flow while the building works are in progress and also once your new activities are up and running.*

**CHAPTER 14** XX**MANAGING THE BUILDING WORKS ON SITE**

*Although, most of the activities described in this chapter will be carried out by your architect, it is important that you understand what is happening as ultimately it will be your responsibility.*

**CHAPTER 15** XX**THE FINAL STAGES – CLAIMING MONEY, CELEBRATING, IMPACT AND EVALUATION**

*explains how to undertake an evaluation of your building project and what actions you can take to sustain the next stage of your project.*

**CHAPTER 16** XX**FURTHER INFORMATION**

*Advice on where you can find more information on all aspects of developing a community project and managing a building project.*

# Developing your Vision – For the Church

- What is your vision? Do you know?
- How do we undertake a visioning exercise?
- Who is going to do that?
- Where and how is God calling you to be church in your community?
- Who are the most important people to speak to when developing your vision ?

# Developing your Vision – For the Church

Visioning should include the following stakeholders:

- PCC and Congregation
- Clergy and Ministry Team
- Wider Benefice or Mission Area
- The wider community
- Potential partners, including ecumenical partners

# Developing your Vision – For the Church

What are the basics you need to know?

- What you already do – worship, activities and building.
- What is the focus of your mission at present – does this need to change or grow?
- How does your church currently connect with the community?
- What does the church building mean to you/to your community?
- Who already uses the church building, and how?

# Developing your Vision

- What is the change you want to see – what is your vision and what are the barriers ?
- Think beyond the wider congregation – how you think people see you? And how do you know this?
- What do you and others know about the management of your church?
- How well are you using your church building?
- What do you already have by way of facilities?



# Talk to your Congregation

- Your congregation need to be integral to forming your vision.
- Think of all the groups within your church – ask them where they see God at work in their group.
- What are the techniques you can use to speak to them and collect their views?
- Ask the same questions that you asked the PCC - be consistent!

# Talk to your Congregation

## Consultation Techniques:

- Preaching and worship
- Focus Groups – in person or on Zoom
- Planned Events
- Piggy back on what's already happening
- Social Media
- Survey monkey
- Paper questionnaires

# Talk to your Congregation

- Try and speak to everyone – especially the difficult people.
- Make events fun – involve food and drink, colour, activity and entertainment whenever possible.
- If you don't have the capacity to undertake the work yourself, who can help you?
- Will this stage of developing your vision cost anything?
- How will you fund it?

# Bringing it all together.

- Need to nominate or find someone to write up what you've heard and turn that into a DRAFT vision.
- Testing that with those who contributed – does it reflect what they said?
- Take it to PCC to agree delivery/action plan and agree resources for next steps.
- What are the next steps? Talk to the wider community.....

# Community Audit and Consultation

## Strengthening your Emerging Vision

- Next stage is to look further – you've taken a really good look at your church – now take a really good look at your community.
- Undertake a community audit and community consultation to understand where you sit locally.
- Think about whether or not you need some outside/professional help to undertake the next stage of the process.

# Community Audit

## Community Audit:

- Some desk based research can be a great place to start.
- Make phone calls, speak to people if need be.
- Can include a local walk about.
- Go and visit other organisations or venues - take a look at what's happening.
- Ask Google!! Scroll Facebook for local groups and activities.

# Community Audit

## Value of undertaking a Community Audit

- Explore your local context and area – 360 snapshot.
- Overview of people, services, buildings, facilities.
- Allows you to understand the local demography.
- Shows what people have access to already.
- Shows which organisations are already working in the area.
- Highlights any gaps in provision - what isn't happening?
- Test the church vision against what you've learned.

# Community Audit

Community Audit – Statistics can be useful in understanding a local community:

- Church of England Stat's Team
- The Church Urban Fund has a look up tool for IMD.
- Local Authority Research Team or look at LA web sites
- What's been done already? Strategic Plans, Government Programmes, Neighbourhood Development Plans, Parish Plans.



# Community Audit

## Community Audit:

- Other strategic plans that may impact on the church or community.
- What can you join in with, what's already happening?
- Are there other partners you can work with?
- Is there existing activity that can allow you to think differently?
- Don't make plans in isolation – look at your local context, listen and engage local people.

# Next Steps: Community Consultation

Community Consultation has the following benefits:

- Unlocks local knowledge of an area.
- Mobilise local assets – people, skills, resources and networks
- Facilitates agency and local ownership of any ideas and outputs
- Unleashes expertise and creativity
- Builds social capital in a positive way.

# Community Consultation

## Benefits of Community Consultation:

- Giving voice to diverse and under-represented people and interests
- Helps to build local connections and networks
- Building empathy and understanding across diverse members of the community
- Unlocking confidence, skills and employability

# Community Consultation

- People feel listened to
- Their thoughts, views and ideas can be of real value
- Bring a new energy and impetus to plans
- Helps engage with more people and builds relationships
- Reinforces that the church is there for the whole community and not just the worshipping one.

# Community Consultation

- Can help identify new volunteers from within the local community.
- Helps make a strong case to funders that any future bids are based on genuine community engagement.
- Helps form the basis of any briefs for architectural design work if your consultation identifies the need for change to the building.

# Community Consultation

- **Surveys and questionnaires**
  - **Voting**
  - **Interviews**
  - **Focus groups**
  - **Making models**
  - **Apps and social media consultation – brilliant tools you can use in focus groups**
  - **Make it fun, make it colourful, make it count!**
- **Walkabouts**
  - **Postcards**
  - **Sticky walls**
  - **Community meetings**
  - **Annotating drawings**
- **Planning for Real ©**

## Bringing it all together.

- Need to write up what you've heard and turn that into one document with some clear proposals.
- Test your conclusions with those who contributed – does it reflect what they said?
- Who said they could help? Don't let them go off the boil!

# Community Audit and Consultation

- Keep checking back with your PCC, they need to be signed up to any plan you end up with.
- Where are you going to find the resources for what comes next?
- What are the next steps and delivery mechanisms?
- Keep the communication going – with those who have been consulted.



# Community Audit and Consultation

- Identify your priority actions - do you even have a project at this stage?
- Decide how you are going to take the next steps to move your project forward.
- What and who are the people and skills you need to take you to the next stage of your thinking.

# Building the Team

- You have developed a Vision for mission in your church.
- You have undertaken a community audit, allowing you to look at your local area and really understand it.
- You have undertaken some community consultation, to listen to local people, to test any emerging ideas and themes you may have been formulating.
- You have written all that up and you will now have a clear direction of travel – what it is you are going to do.

# Building the Team

- How are you going to take your plans forward?
- Who is going to deliver the next steps?
- Do you have a project team?
- What skills do you need?
- Do you have those skills within your project team?
- If not, where are you going to find them?
- What skills or service will you have to purchase or buy in and how are you going to fund that work?

# Building the Team

## Terms of Reference:

- Define the roles, responsibility and authority of the group.
- Who are the members and where are they drawn from?
- Who do they report to – how often and in what format?
- Do they have budgetary responsibility?
- Do they have a defined task within a defined timeframe?
- Are they a ‘task and finish’ group?

# Building the Team

- The initial group will usually be self selecting. Passion and Interest.
- What skills do you have and what skills you need.
- How are you going to plug the skills gap?
- Will you need professional services which you will have to pay for?
- Grant funding or own resources? Or a mix?

# Building the Team

## Partners:

- Are there people and individuals from potential partners who can help a particular skill or expertise?
- Are there particular organisation who have a role to support projects as part of their remit?
- Is there a Diocesan officer who can support you and join a team?

# Building the Team

- Leadership – A Chair.
- Secretariat – you need admin support.
- Treasurer – if the project is going to raise funds itself.
- Financial - keeping control of the budget – Treasurer
- Communications - writing, newsletters, social media (publicity)
- Fundraising – knowledge and experience of fundraising
- Project Management - coordinating the project.

# Building the Team

- IT - completing online forms, designing spreadsheets and creating a website
- Education - understanding learning environments e.g. schools, adult learning
- Interpretation – how to tell a good story.
- Architectural and Design Team.



# Building the Team

- Researchers and local historians – knowledge of local history, research sources and methods
- Creative/social – organising events and activities some of

# Building the Team

- Some of these roles may be filled from within your PCC/Church Community.
- Undertake a skills audit – decide what skills you need to deliver your project.
- Look at the gaps and think about how you are going to fill them.
- Remember to include people from the community who offered to help.

# Building the Team

- Pay due regard to safer recruitment practices – write role descriptions.
- Speak to the safeguarding officer about requirement for DBS checks.
- Offer training to people if they need it – and this can often be externally funded if part of a wider project.



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# Case Study: St Leonard Yarpole:

- Grade 2\*
- Rural Village with less than 300 households.
- Declining congregation – but not in danger of closing.



# Case Study:

- 2003 Church undertook a visioning exercise - MAP.
- Held a community meeting with an exhibition of ideas, and with questionnaires.
- Worked in partnership with the local authority on the content of the questionnaire.
- Questionnaire also sent out to every household.
- Showed people valued the church, did not want to use it, were supportive of wider use.

# Case Study:

- Community Consultation showed that one of the biggest problems in Yarpole was loneliness and isolation.
- Poor public transport.
- Hard to get shopping.
- Events in the village hall happened regularly but didn't provide that every day 'encounter'.

# Case Study:

- 2005 Parish Plan – also identified loss of local shop in the community and the underuse of the church, a key community asset.
- The village shop was being run out of the portacabin on the back of the pub car park.
- The Yarpole Community Shop Association was set up in 2005. (Industrial and Provident Society)
- Expert advice from the Plunkett Foundation and funding towards the project.



## Case Study:

- £240k Capital project to re-order the church.
- Able to make a strong case to funders due to community involvement.
- Funds raised by grants, trusts, loans, local people, community, share offer for shop.
- Installed sustainable heating system.



## Case Study:

- The project is now run by the Building Management Group – made up of shop, PCC and community reps.
- Constituted as a Charitable Incorporated Organisation (with support of the local CVS) and have a license to occupy with the PCC.



# Case Study:



- Employ a café manager and a shop and sub post office manager.
- 40 volunteers of all ages help in the shop and post office.
- Use local produce where possible.

# Case Study:



- The church is also used as a local authority Talk Community Hub – providing information to people about council services.
- The church set up a good neighbours scheme, to help local people who are isolated or who don't have transport.
- Music, performance space, craft fayres, artists, local markets.