

**Christ Church, Shieldfield, Newcastle**



**Inspired Futures Project:**

**Way Forward Report**



## Contents

|  |           |
|--|-----------|
| <b>Executive summary</b>   | <b>3</b>  |
| Short term   | 3         |
| Medium term  | 3         |
| Longer term  | 4         |
| <b>1. Church - key information</b>                                       | <b>5</b>  |
| <b>2. General Context</b>  | <b>5</b>  |
| 2.1. Background history  | 5         |
| 2.2. Location  | 5         |
| 2.3. Area demographic  | 6         |
| 2.3.1. Overview  | 6         |
| 2.3.2. Needs   | 6         |
| 2.3.3. Opportunities   | 6         |
| <b>3. Heritage</b>   | <b>6</b>  |
| 3.1. Needs   | 6         |
| 3.2. Opportunities   | 7         |
| <b>4. Mission and purpose</b>  | <b>7</b>  |
| 4.1. Needs   | 7         |
| 4.2. Opportunities   | 7         |
| <b>5. Community</b>  | <b>7</b>  |
| 5.1. Needs   | 7         |
| 5.2. Opportunities   | 8         |
| <b>6. Capacity</b>   | <b>8</b>  |
| <b>7. Adaptability</b>   | <b>8</b>  |
| <b>8. Project</b>  | <b>9</b>  |
| 8.1. Vision  | 9         |
| 8.2. Ideas and options   | 9         |
| <b>9. Funding potential</b>  | <b>10</b> |
| <b>10. People resources</b>  | <b>10</b> |
| <b>11. Income potential</b>  | <b>11</b> |
| <b>12. Key risks</b>   | <b>11</b> |
| <b>13. SWOT analysis</b>   | <b>12</b> |
| <b>Appendix A:</b><br>Chris Church Shieldfield Background Research Notes |           |
| <b>Appendix B:</b><br>Further Guidance and Examples                      |           |

## Executive summary

Christ Church is a Grade II\* listed church in the Shieldfield district of Newcastle. The Partners Group have been developing an extended use project for the past few years with the aim of creating a regional centre of excellence for circus training, whilst continuing to provide an area for ongoing worship. The Group are now at a point where they need to develop an evidence base of need through external consultation and begin to develop the business financials for the project. They also require support to help maintain momentum and take this project forward. The project has huge potential to deliver long term learning and participation and health and wellbeing outcomes for local people and address the deficit in youth services in the surrounding area. The Partners Group have the skills, connections and drive to take this project forward - with support - and the proposed phased approach to project delivery will help the Partners Group to achieve this in manageable steps.

The executive summary provides a view on the priority actions for the church and Partners Group. These have been summarised into short, medium and long term actions. They should be read alongside the full report and ideally the actions recommended within the document should all be addressed through an action plan – but the following are seen as the most important priorities. An appendix provides links to further guidance on the specific reports and processes suggested and, where possible, relevant examples.

The Partners Group is encouraged to discuss these recommendations and come to an agreed view on the priorities. An important outcome should be the implementation of the actions in this executive summary. Actions are more defined in the short and medium term, because as the project evolves different actions will arise from the earlier work.

### Short term

- **Skills audit** - undertake a skills audit of the existing Partners Group to identify skills gaps;
- **Project governance** - establish the governance for the Partners Group, identifying peoples/organisational roles, defining offers of support, identifying skills gaps and a clear terms of reference for the project;
- **Project support** - contact groups and individuals in the area that would be interested in supporting the project and advising the Partners Group;
- **Consultation planning** - start to prepare a plan for formally consulting the local community on the project proposal. Ensure activities and events proposed are fun and will get new people through the doors;
- **Revenue funding** - identify funders that could support project revenue costs;
- **Register the project** with [www.timebank.org](http://www.timebank.org);
- **Case for Support** - review and create a new Case for Support for the project.

### Medium term

- **Recruit** - new members and/or advisor to the Partners Group based on identified skills gaps;
- **Consultation activity** - continue community consultation activity and use feedback to inform and develop project outputs and outcomes. Use consultation events to explore appetite and recruit new volunteers to the project;
- **Partnership Agreements** - set out Partnership Agreements with Christ Church Primary School and North East Circus Development Trust;
- **Revenue funding** - seek funding to support revenue costs for a dedicated Project Manager;
- **Business planning** - seek funding to support the development of an outline business plan for the site which outlines how the site will be financially sustainable (e.g. project development grant from the Architectural Heritage Fund);

- **Needs assessment** - Continue to test out new activities and undertake/co-ordinate market research in support of the development of a business case;
- **Review Statement of Need** - which outlines what physical changes are required to meet project objectives;
- **Assessment of Significance** - Seek funding (e.g. HLF Start up Grant) to commission an Assessment of Significance for the building and after completion, funding to develop an up to date concept design and set of costs for the project based on the outline business plan, Statement of Need and model of phased delivery;
- **Funding** - continue exploration of funding options for the project and work towards developing a detailed fundraising strategy for the project based on known project costs;
- **Communications** - develop a communications plan for the project.

#### Longer-term

- **Governance** - consider also applying for funds to pay for specialist support that can help the Partners Group review its existing governance arrangements and recommend alternative options for the group to consider based on current Partners Group membership, project scale and direction;
- **Business planning** - continue to review income generation opportunities for Christ Church;
- **Bid preparation** - begin to prepare funding applications for initial development work (e.g. potential application to the Heritage Lottery Fund).

## 1. Church - key information

|                               |  |
|-------------------------------|--|
| Diocese: Newcastle            | Local Authority: Newcastle City Council  |
| Postcode: NE2 1XA             | Heritage Status: Listed Grade II*<br>Full listing description available <a href="#">here</a> |
| Key Contact: Revd Allan Marks |  |

## 2. General Context

### 2.1. Background history

Highlights from Grade II\* listing description:

- Parish church built in 1859-61 by A.B. Higham; 'squared sandstone with ashlar dressings; Welsh slate roofs';
- 'SW tower; aisled nave, with first north bay containing canted porch; chancel with north vestry and south chapel. Decorated style';
- 'Shallow west porch has three gables over tall two-centred-arched door and flanking triple niches. Similar double door in NW porch has crocketed gables and single niches; head-stopped drip moulds above moulded arches on shafts with flower capitals. Five-light west window';
- 'Projecting tower has three and two-light windows and large belfry openings. Angle buttresses with gargoyles crocketed gables. Stone broach spire';
- Interior features include 'arch-braced roof with high collar and queen posts. Quatrefoil piers with crocket capitals to moulded 2-centred arches of nave and 2-bay chancel arcades; flower or head-stopped drip moulds';
- 'Tall chamfered tower arch contains door and boarded screen; medieval-style floor tiles. Gothic-panelled wood reredos';
- 'Hall breaks forward on ritual south, completing stepped frontage to green: one storey, porch and three-sided end to street'.

Christ Church and the attached church hall, was built in 1859-61 by architect A B Higham. It retains most of its significant architectural features from this mid Victorian period.

It is now listed Grade II\* and stands in the heart of a mixed use urban area – characterised by students, inner-city residents and university offices – on the fringe of the centre of Newcastle City centre.

Christ Church, is the only landmark heritage building in Shieldfield.

### 2.2. Location

Christ Church is situated on the eastern fringe of Newcastle city centre in the mixed-use urban area of Shieldfield, close to the University of Northumbria. It is on the western/central side of the Ouseburn ward.

The church is adjacent to Christ Church Church of England primary school.

Christ Church and its community have suffered from changing populations as the inner suburbs have been cleared and redeveloped.

### 2.3. Area demographic

#### 2.3.1. Overview

Ouseburn ward has a population of 8,000, out of a total population for Newcastle of 260,000.

Whilst the ward is below the average percentage in all other population categories, Ouseburn has over double the proportion of 16-24 year olds compared with the rest of the city. Most of these are students (17% of the ward population, compared with 6.5% average for Newcastle as a whole).

#### 2.3.2. Needs

Shieldfield is one of the three more deprived neighbourhoods out of the five within Ouseburn. There are concerns regarding the following:

- Deepening the community engagement of the student population. With a high proportion of student residents, the area has suffered from a transient population and lack of community cohesion;
- Below average patterns of employment. There are currently higher than average levels of unemployment and slightly raised levels of long-term worklessness;
- Addressing the deprivation and supporting the integration of new ethnic-minority residents. Census data from 2001 indicated that 8% of the ward registered as ethnic minority, compared with the Newcastle average of 7%. However, the 2014 profile of the local school indicates the recent increase number of immigrant families, with close to two-thirds of pupils coming from a range of minority ethnic groups. Some 50% of children are eligible for free school meals, reflecting the low-income levels of many of their families. Currently in 2015, this increase is now over two-thirds of pupils with over 25 languages spoken;
- The church is also disadvantaged in raising grant funds by being in the same post code area as Jesmond, a well advantaged suburb north of Shieldfield.

#### 2.3.3. Opportunities

Christ Church is well-positioned to benefit from the following opportunities:

- Building on the existing relationship with the circus school, Circus Central;
- Further positive links with Christ Church C of E School;
- Drawing on the existing support from local organisations such as the Ouseburn Learning Trust and community groups such as Caring Hands Charity.

## 3. Heritage

### 3.1. Needs

Christ Church is on Historic England's *At Risk* register: its *At Risk* status is due to external and internal damage caused by an inadequate roof and consequent water ingress.

Church electrics need to be rewired and a heating and lighting upgrade is required to improve user comfort and site functionality. The church hall is heated but is in need of an upgrade and a cost efficient method to integrate both heating systems (for the church and hall) is required.

### 3.2. Opportunities

The PCC secured funding from English Heritage (now Historic England) to fund urgent work to the roof and internal fabric. Urgent repair work commenced in 2014 and was completed in 2015. The church is reviewing the repair need with a view to developing a further funding application to cover the next tranche of work.

## 4. Mission and purpose

### 4.1. Needs

There is a need to provide ongoing pastoral care to the community in a warm and welcoming environment: the church is one of the few places in the parish where people can gather for worship and communion.

To do this the church needs to provide the community with up to date facilities that will encourage new membership from the adjacent church school and retain existing members. This is especially important with regards to attracting new audiences.

### 4.2. Opportunities

The church is surrounded by the University of Northumbria campus. The resident and growing student population is a key group the church would like to develop better relations with, as outlined in the Mission Action Plan.

By enhancing facilities, providing student support infrastructure, such as Wi-Fi, and improving the visitor welcome the church believes that there is a real and tangible opportunity to grow its mission amongst this transient community.

## 5. Community

### 5.1. Needs

There is an urgent need to upgrade the church and church hall and bring it up to a usable standard expected by existing and prospective user groups: one that has adequate space, heating, lighting, toilet, access to Wi-Fi and catering facilities. Previous and current users of the church and church hall, including Circus Central and the adjacent church school, have commented on this need. Expanding the area of usable space within the church will enable the church to support current and new user groups.

The arts charity North East Circus Development Trust operating from the church hall and school gymnasium, offers a varied learning programme focussing on circus skills and physical literacy which is built into Christ Church C of E schools' curriculum. Several Circus Central activities are now oversubscribed and the charity is now turning people – and valuable income – away. There is a real need to address this and create new space to enable the Charity to grow its offer. To facilitate this and help grow Circus Central the charity have expressed an interest in permanently locating their administrative head quarters to Christ Church.

There is a need to provide some support and engagement provision for young people in the area: there are no youth clubs in Shieldfield, no youth workers in Newcastle and no formal service dedicated to providing this type of provision.

## 5.2. Opportunities

Circus Central wish to further develop the regional circus training school that exists at Christ Church. Since 2009 North East Circus Development Trust, the Church and Christ Church School have been working in partnership to explore options for expanding this service and respond to user demand.

The church is also keen to retain its existing user groups – such as the Ethiopian Pentecostal church, the luncheon club and other community groups including a women's drumming group and Newcastle Gamers. Providing an upgraded facility will support the church to retain these existing users and attract new, longer term users so that Christ Church can further develop itself as a community resource for all and put itself on a more sustainable footing.

## 6. Capacity

The Partners Group has a good level of representation of local partners and is made up of the incumbent, PCC and representatives from North East Circus Development Trust and Christ Church School. The Partners Group have already prepared and been successful with an English Heritage (now Historic England) grant application and have already commissioned design concepts for the site.

The group are enthusiastic and confident that their vision for the site is viable but need project management support to help guide the project to a successful completion. The majority of the group are volunteers who have other commitments and can contribute a set amount of time, skills and energy towards this project. The group recognise that, along with professional support, there is a need to bring in new people who can volunteer both time and new skills to the project.

Registering the project at <http://timebank.org.uk/> or <https://do-it.org/> - both organisations that help map volunteers to projects – is a cost efficient way of undertaking volunteer recruitment and should be considered. The option to approach local businesses, especially those with a national/international remit, should also be explored in terms of corporate volunteering.

## 7. Adaptability

The Partners Group have commissioned concept designs based on the need of the existing user groups of the site. However it is worth noting that it is standard practice to commission an up-to-date Assessment of Significance before any design work is commissioned which will then inform the architect's brief.

In spite of its Grade II\* listed status, there are opportunities to adapt Christ Church if a sound business case is made.

The church is adjacent to Christ Church School to the east and so any ground works required as part of site adaptation will need to consider this from a sensitivity and cost perspective.

The Partners Group have identified a number of adaptations that will be required, including:

- Adaptation of nave space to accommodate an aerial rig with sprung floor;
- Creation of an enclosed independent chapel space for worship;
- Creation of a new social space to the north-east of the church;

- Creation of office space within the church;
- Installation of new services and upgrade to existing (toilet facilities -DDA compliant, heating, lighting, water, power, telephone, Wi-Fi) in both the church and church hall;
- Upgrade of school gymnasium and improvements to connecting spaces within site complex;
- Improved access for those with access or sensory needs;
- Storage and changing facilities;
- Pew removal.

Due to the scale of the project the group are developing a phased approach to adaptation and have been in touch with Historic England and the Diocese about this proposal for change. The phased approach will focus on the following areas;

- Church;
- Church Hall;
- School gymnasium;
- Connecting spaces.

Although the group have already identified key interventions required to support the delivery of the project it is worth setting these out in a 'Statement of Need' paper. 'Statements of Need' clearly set out what adaptations are required to support such uses and are useful tools to help justify intervention work to external groups such as Historic England, the Diocesan Advisory Committee and funders.

## 8. Project

### 8.1. Vision

The vision is to confidently re-affirm Christ Church as a place of worship and as a unique community resource, one that can cater for and be used for a wide range of activities and one that is important and essential to the lives of local people.

### 8.2. Ideas and options

The Partners Group have been developing an option which will protect the worship area whilst providing for a circus training school and regional centre of excellence along with other community-based facilities. North East Circus Development Trust, operating as Circus Central, have over the years developed a strong offer of community learning and engagement. This is currently delivered through the church hall and school gymnasium and addresses the gap in providing specific services for young people in the community. Activities include:

- After-school circus clubs;
- Circus-related intergenerational learning ;
- Programme of circus training for all ages and abilities;
- Free performances for the local community.

The Partners Group wish to re-order space within the main worship area of Christ Church to enable Circus Central to grow in harmony with the worship functions of the church. The group wish to attract new users to the site through creating more usable space within the main church and retaining existing users by providing them with better quality facilities.

The Partners Group have a strong link with the Ouseburn Learning Trust, an education partnership involving eight schools in the east end of Newcastle: Christ Church school is one of the partners. The Trust works with these schools to develop opportunities for children and affect transformative change in their lives. The Trust is working with approximately 5,000 children across the east end. The Partners Group wish to build on this relationship and provide complimentary activities, whether it be through Circus Central or another agency, to build on the youth offer in the area.

The partners feel that these ideas reflect a sustainable solution to keep Christ Church open and in use as a place of worship and community resource for all.

## 9. Funding potential

The Partners Group have commissioned a concept design for the proposed scheme however this will require amendment based on the preferred phased approach to development. Although current capital costs are awaiting architectural definition the group believe the total project costs to fall around the £1.5 million mark and have already identified a list of potential funders to approach: the Heritage Lottery Fund has been identified as a primary project funder.

The Partners Group have held discussions with a number of local and regional agencies, including the Church Hall user forum, Christ Church school (children, staff and parents) and the regional circus community. In order to access sizable grants more formal consultation work is required in order to demonstrate need and demand and capture the social impact that this project will have on the wider community.

Defining the social impact that this project would achieve through adaptation would also help the Partners Group to justify intervention work: the ability of projects to affect positive social change is a key strategic area that funders will wish to see defined. Setting this out clearly in a Case for Support, a document which sets out what investment is sought and what investment will be spent on, would help the Partners Group engage in discussions with prospective new supporters and allow them to target funders more efficiently.

The church has already contributed £65,000 towards the successful Heritage England application and has limited reserves to contribute to this project. The group are confident that some initial development funding could be raised to the tune of £10,000 through community fundraising.

## 10. People resources

The current Partners Group have representatives from Christ Church, North East Circus Development Trust and Christ Church primary school.

A number of organisations have expressed interest in being involved in the project. These include: the Ouseburn Learning Trust; Northumbria University; the Local Authority; Diocesan Board of Education; the Church Hall user group; and members of the local community. The Newcastle Council for Voluntary Service, the recently reformed Shieldfield Forum of Residents and other local Trusts in the area have been identified by the group as organisations to approach.

Holding a community consultation event, one that is fun and engaging but formal in process, would help the group define specific local community members who could help shape, define and develop this project. The event would also help attract and help grow new partnerships with other local organisations and forums.

The Partners Group has had to date the energy and drive to develop the project to this stage. However they have expressed a need for a Project Manager to further help structure project planning and delivery.

There is a need to recruit new volunteers to support the Partners Group, whether as advisors or those willing to help run consultation events and community fundraising initiatives. Undertaking an initial skills audit would help the Partners Group establish the support and skills they need (excluding project management support which has already been identified) and help the group to focus volunteer recruitment to make sure they get the right support in place.

## 11. Income potential

Christ Church secures between £6,000 - £8,000 in rent per annum (less operational costs).

The partners have each been contributing incrementally to the development of the project. There is now a need for co-ordinated formal business planning activity and this should be looked at as a priority.

Although the project will continue to be phased the Partners Group are still looking to make significantly large applications to cover capital, revenue and other project costs. To improve funder confidence and the robustness of forthcoming applications the financials of the proposed new use of the site need to be explored and an outline business case for investment produced to support funding bids.

## 12. Key risks

Christ Church Primary School is exploring options to expand to cater for more school children. The school is considering building up within its existing footprint but if this option is not viable the school may relocate. The physical loss of the school may result in the loss of a key partner (if the school takes a strategic decision to step away from the project).

The security of funding North East Circus Development Trust receives from regional and national art funds is also a risk. If the charity experiences a shortfall in funding how will this alter their relationship with the project and what impact will this have on their ability to contribute time and energy towards project development?

It would be advisable for the group to set out a clear terms of reference which outlines the shared aims, objectives, outcomes and outputs of the project and identifies how this project will contribute to organisational goals and/or charitable aims of member organisations. A terms of reference prepared alongside a Case for Support will help members of the Partners Group justify the strategic importance of the project. This is especially important should relocation and funding issues require a justification to be made for continued involvement

The Partners Group is not a constituted entity and it would be advisable for the group to begin to map out a preferred governance and management model for the site for the ongoing development phase and looking further afield, the operational phase.

Developing a governance and management plan for the project would help the group identify the additional capacity and resources required for each project phase. It would also enable operational management structures to be considered at an early stage and what the implications on capacity will be for the Partners Group and the incumbent.

A Partnership Agreement between the church and Partners Group members, although not legally binding, is another tool that can be used to help secure ongoing support for the project and keep this project on the strategic agenda of representative organisations.

### 13. SWOT analysis of options

|  |  |
|--|--|
| <p>Strengths</p> <ul style="list-style-type: none"> <li>- Established working partnership;</li> <li>- Unique project;</li> <li>- Strong leadership and commitment in Partners Group;</li> <li>- Inner city location next to Northumbria University;</li> <li>- Accessibility – close to transport hubs;</li> <li>- Established links with community;</li> <li>- Existing use and user groups demonstrate demand for services;</li> <li>- Proven funding support from Historic England and Diocese;</li> <li>- Attractiveness of project to funders.</li> </ul> | <p>Weaknesses</p> <ul style="list-style-type: none"> <li>- Volunteer capacity;</li> <li>- Business planning at an early stage;</li> <li>- Lack of co-ordinated on-site project control and development;</li> <li>- No formal Partnership Agreement.</li> </ul> |
| <p>Opportunities</p> <ul style="list-style-type: none"> <li>- Phased approach to project development;</li> <li>- New relationship with Ouseburn Learning Trust;</li> <li>- Growth in community use through enhanced and upgraded facilities;</li> <li>- Securing the future of a significant Grade II* listed heritage building;</li> <li>- Further volunteer recruitment option through student population;</li> <li>- Development of a regional centre of excellence.</li> </ul>   | <p>Threats</p> <ul style="list-style-type: none"> <li>- Decline in use of church and church hall if facilities are not upgraded;</li> <li>- Breakdown of partnership arrangement;</li> <li>- Funding bids not successful;</li> </ul>                           |

## **Appendix A: Christ Church, Shieldfield, Newcastle**

### **Background Research Notes**

#### *General Information*

##### LOCATION

Christ Church, Shieldfield, is situated on the eastern fringe of Newcastle city centre in the Ouseburn ward. Shieldfield is a mixed use urban area, close to the University of Northumbria. The church is adjacent to Christ Church C of E primary school.

Location of church:

<https://www.google.co.uk/maps/search/christ+church+shieldfield/@54.9761373,-1.599252,14z/data=!3m1!4b1>

[Boundary of Ouseburn ward – Christ Church, Shieldfield is located north of railway line and Manors metro stop, on the western, central side of the ward.](#)

<http://openlylocal.com/wards/572-Ouseburn>

##### POPULATION

Based on 2001 census info:

<https://www.newcastle.gov.uk/your-council-and-democracy/statistics-and-census-information/census-2001/ouseburn-census-2001>

Ouseburn ward = 8k residents

Newcastle as a whole = 260k

##### DEMOGRAPHIC PROFILE

- Ouseburn

Whilst it is below average in all other population categories, Ouseburn has over double the proportion of 16-24 year olds compared with the rest of the city (32% vs 15%). Most of these are students (17% of ward population vs 6.5% average for Newcastle).

*[Recent, upward trend in ethnic minority populations within the ward? In 2001 8% of the ward registered as ethnic minority vs the Newcastle average of 7%. 2014 profile of local school population indicates a significant number of immigrant families - see below]*

Health issues in line with averages for rest of Newcastle.

Patterns of employment below average: 73% of working age people in work compared with 86% for rest of city; 11% unemployed vs city average of 8%. *These figures may be partly explained by the high proportion of residents registered as full-time students.*

Long-term worklessness: 3% of working age population. This is slightly raised in comparison with Newcastle average of 2.5% reflecting an underlying core of urban residents facing deprivation in the ward vs the more transient student population?

Shieldfield is one of the 3 more deprived neighbourhoods out of the 5 within Ouseburn. Housing is characterised by mixed tenure property – with high proportion of local authority housing. <http://ouseburn.newcastle.gov.uk/>

### Community Information

Gateshead and Newcastle Core Strategy document 2010-2030:  
<http://www.newcastle.gov.uk/planning-and-buildings/planning-policy/core-strategy-and-urban-core-plan>

From Foreword by Leader of Newcastle City Council, describes vision for Newcastle as:

‘A working city, with a vibrant city centre, new industries and new jobs in growing sectors, opportunities for our people to acquire new skills. A great student city which brings young people from across the world to study and contribute to our society. A cultural hub, with vibrant and active communities. An open and confident city that attracts and retains people to live and work here...’

Within Newcastle’s ‘Urban Core’, Shieldfield does not fall within any key site currently identified for housing or business development.

### NEEDS

- Address deprivation and integration issues within local primary school community (children and their wider families)

From Dec 2012 Ofsted Report – in which Christ Church C of E primary school rated ‘good’:  
<http://reports.ofsted.gov.uk/inspection-reports/find-inspection-report/provider/ELS/108493/%28type%29/4096,2048/%28typename%29/Nursery%20and%20primary%20education>

- ‘Christ Church is much smaller than the average-sized primary school – pressure to expand capacity.
  - The proportion of pupils known to be eligible for pupil premium funding (which is provided to support the learning of pupils who are entitled to free school meals, in the care of the local authority or the children of members of the armed forces), is over double the national average. [*Circus Central website mentions 50% of children eligible for free school meals.*]
  - The proportion of pupils whose learning needs receive the level of support known as school action is close to twice the national average. The proportion supported at school action plus or with a statement of special educational needs is higher than the average.
  - Close to two-thirds of the pupils are from a range of minority ethnic groups with a few who are at an early stage of learning to speak English. A higher-than-average and increasing proportion of pupils join or leave the school at other than the normal time. [*Circus Central website mentions 19 languages spoken at the school.*]
  - The school extends its services in that it provides a breakfast club each day.
  - The school meets the current government floor standards which set out the government’s minimum expectations for attainment and progress.’
- Provide cultural opportunities for and deepen community engagement within the large proportion of student residents

- Help address deprivation within long-term resident population

## OPPORTUNITIES

- To develop plans for the church (and associated buildings) in partnership with Circus Central. <http://www.circuscentral.co.uk/>

The circus school already has close links with the community. It offers a variety of classes for school-aged children (drawn largely from the local Christ Church C of E Primary School). It also offers a range of other classes to the wider population, but with an especially strong appeal to the many young people/university students in the area. Plans are already in development for the conversion of the church space to allow for wider use by Circus Central.

Circus Central in Newcastle has 3 members of staff: Helen Averley, CEO; Steve Cousins, Participation & Outreach Officer; Claire Harvey, Head of Teaching & Curriculum Development. Position vacant: freelance Fundraising and Business Development Manager – funding source? Job description? Circus Central is also advertising for additional members of Board of Trustees.

In 2013/14 financial year, CC had funding from Arts Council, HLF. (Newcastle City Council supported 2012/3 but not 2013/4.) Ongoing EU support via e.g. Erasmus Plus. July 2015 due to start 'Circus Tornado' partnership with Northumbria University and 5 other community circuses.

Circus Central - registered trading name of the charity 'North East Circus Development Trust'. Several branches mentioned in 2013/4 account. Circus Central in Shieldfield now the main/only branch?

2013/4 accounts indicate that in addition to specific projects supported by restricted funds, the chief source of unrestricted funds is income from classes (generating £38k). Once teachers are paid from this income, any remainder is used to cover charity running costs, project development and match funding. Accounts mention difficulty in securing grant funding in current climate and the issue that the charity currently has access to only 'a very small amount of unrestricted funds'.

- To further positive community links with Christ Church C of E school - through activities for children and their families, especially with support for low-income groups and ESOL migrant communities.
- To draw on existing support from local organisations including Ouseburn Learning Trust for work with children: <http://www.ouseburnlearningtrust.org/>
- Support the work of other community groups, e.g. Caring Hands Charity based nearby and working with older and disabled residents within this 'East End' of the city: <http://www.caringhandscharity.org.uk/>

END

## Appendix B: Further Guidance and Examples

The Church of England's National Stewardship and Resources team offers valuable information on all aspects of managing a parish church:

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

Please also refer to the Regeneration section of The Churches Conservation Trust website for advice and links to regeneration projects:

<http://www.visitchurches.org.uk/regenerationtaskforce/Usefullinks/>

Additional information as follows:

### Heritage Needs and Opportunities

The sustainability toolkit produced by the Prince's Regeneration Trust provides a useful overview of best-practice management of heritage assets. Written primarily for local authorities, it nonetheless provides valuable, practical advice for a range of organizations and community groups: <http://www.princes-regeneration.org/resources/sustainability-toolkit>

Brick is a Heritage-Lottery-Funded education programme designed by the Prince's Regeneration Trust designed to help community groups 'looking to start or progress a heritage regeneration project'. It offers a range of support including online resources, workshops and mentoring support. <http://brick-work.org/about-brick/what-is-brick/>

[Church Care, the national Church of England resource centre for all those responsible for managing a church building, provides guidance on preparing a 'Statement of Need'](http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need)  
<http://www.churchcare.co.uk/churches/guidance-advice/statements-of-significance-need>

[Example 'Assessment of Significance' for St Nicholas' Chapel, King's Lynn:](http://www.visitchurches.org.uk/Assets/Regenerationdocuments/KingsLynnAssessmentofSignificanceOct2011.pdf)  
<http://www.visitchurches.org.uk/Assets/Regenerationdocuments/KingsLynnAssessmentofSignificanceOct2011.pdf>

### Community Needs and Opportunities

- *Local consultation and communication*

NCVO (The National Council for Voluntary Organisations) provide s a range of practical advice for charities and volunteers, including advice on marketing and communications: <https://www.ncvo.org.uk/practical-support/marketing-and-communications>

A village communication toolkit developed by Community First to support communities in Wiltshire and Swindon, includes discussion of the value of effective communication and as well as guidance on its implementation:

<http://www.communityfirst.org.uk/attachments/article/1619/Village%20communication%20toolkit%20November%202012%20Version.pdf>

### Capacity

- *Developing an appropriate governance structure*

Good Governance: a Code for the Voluntary and Community Sector, including legal requirements - <http://www.governancecode.org/>

Advice on setting up a Friends Group - <http://www.nationalchurchestrust.org/involving-people/setting-friends-group>

A Friends Scheme for a Parish Church - [http://www.parishresources.org.uk/wp-content/uploads/Friends\\_Scheme.pdf](http://www.parishresources.org.uk/wp-content/uploads/Friends_Scheme.pdf)

- *Developing volunteer support*

Volunteer England Good Practice Bank <http://www.volunteering.org.uk/goodpractice> provides a one-stop shop for volunteers and volunteer managers looking for advice and information about how to support volunteering

For advice on volunteer recruitment:  
<http://knowhownonprofit.org/people/volunteers/recruiting>

Locality volunteering e book - <http://locality.org.uk/wp-content/uploads/Volunteers-eBook.pdf>

Brick presentation on recruitment and management of volunteers based on National Trust project. Involving volunteers: <http://brick-work.org/resource/involving-volunteers-24-june-2015/>

## **Adaptability**

Please see The Churches Conservation Trust website for a variety of case studies: <http://www.visitchurches.org.uk/Aboutus/Regeneratingcommunities/Projectsexamplesofourregenerationwork/>

## **Project Vision, Ideas and Options**

- *Developing ideas*

Enhancing heritage and securing financial viability through innovative design: <http://brick-work.org/resource/enhancing-heritage-and-securing-financial-viability-through-innovative-design-24-june-2015/>

Ideas to options: <http://brick-work.org/resource/ideas-to-options-video-22-may-2014/>

- *Developing activities/interpretation*

Heritage Lottery Fund Activity Plan guidance - [http://www.hlf.org.uk/activity-plan-guidance#.VZ\\_Mxv5FChM](http://www.hlf.org.uk/activity-plan-guidance#.VZ_Mxv5FChM)

Heritage Lottery Fund Interpretation guidance - <http://www.hlf.org.uk/interpretation-guidance#.VYghvvlViko>

- *Developing audiences*

Communicating your project, attracting new audiences: <http://brick-work.org/resource/communicating-your-project-attracting-new-audiences/>

Marketing your attraction to visitors (page 9 onwards for practical tips): [http://brick-work.org/wp-content/uploads/2015/06/150624\\_WS12\\_Marketing\\_P2.pdf](http://brick-work.org/wp-content/uploads/2015/06/150624_WS12_Marketing_P2.pdf)

## Funding Potential

Powerpoint presentation by Prince's Regeneration Trust Development Director providing an overview of different forms of fundraising: <http://brick-work.org/resource/effective-fundraising-13-may-2015/>

<http://brick-work.org/resource/how-to-fundraise-from-private-sources-guide/> includes additional links and further reading suggestions.

## People Resources

[please see 'Capacity' section above for 'volunteer-related' links]

- *Advice on accessing the best professional help*

<http://brick-work.org/skills-finding-help-for-heritage-regeneration-projects/>

<http://www.churchcare.co.uk/churches/advertising-for-professionals>

## Income Potential

- *Developing a Business Plan*

Business Plan Toolkit powerpoint presentation - <http://brick-work.org/resource/business-planning-18-march-2015/>

Full guide (including case studies) produced by the Churches Conservation Trust and Brick: <http://www.visitchurches.org.uk/regenerationtaskforce/Businessplantoolkit/>

'Meanwhile' uses – How to keep your building alive and generate income. Presentation based on Wilton Music Hall, London: <http://brick-work.org/resource/meanwhile-uses-how-to-keep-your-building-alive-and-generate-income-3/>

## Risk assessment

Please see general overview provided on Parish Resources website, with links to worked examples: <http://www.parishresources.org.uk/pccs/managing-risk/>