St Chad’s Church, Bensham, Gateshead

Inspired Futures Project:
Way Forward Report

Inspired North East
THE CHURCHES CONSERVATION TRUST
LOTTERY FUNDED
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Inspired Futures Project:
Way Forward Report for St Chad’s Church, Bensham, Gateshead

Executive summary

St Chad’s Church is a Grade II* listed church in Bensham, Gateshead. A Project Group has been recently formed which has begun to explore extended use options for the church. The Group wish to put St Chad’s firmly at the heart of the community by expanding the support services the church currently provides and creating a place of heritage interest and hospitality for the local community. The Project Group is now at a point where they need to develop an evidence base of need through external consultation (to begin September 2015) and requires support to help maintain momentum and take the project forward. The project has huge potential to deliver long term health and wellbeing outcomes for local people. The Project Group have the skills, connections and drive to take this forward – with support – and recognise that recruiting new volunteers to support the development and delivery of the project is a key priority.

The executive summary provides a view on the priority actions for the church and PCC. 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.

The PCC 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

- Prepare for a consultation process on the project, inviting existing user groups, ecumenical partners, community partners;
- Heritage Open Day 12 September – use the opportunity to promote the church to visitors and seek their views about using the church building better;
- Consultation event 18 September, using an appreciative inquiry process to better understand what new services are needed and what physical changes would be required to make the site more user friendly; seek possible partners who could be part of the project group;
- Review existing use of space in the church to better understand asset use and identify underused areas;
- Start to prepare a plan for consulting the local community to understand how else St Chad’s could engage with the community. Ensure activities and events proposed are fun and will get new people through the doors;
- Roof Phase 1: Work to begin on re-roofing nave and tower.

The Church also wish to add:
- 24/3 Prayer event 10-13 September, to pray about Gateshead, Bensham, and listen to what God wants for the area and for the church;
- Lighting: Obtain DAC approval and Faculty for replacing lights in church with LED fittings that enhance the heritage features.

Medium term

- Establish the governance for the project group, identifying people/organisational roles, defining offers of support, identifying skills gaps and a clear terms of reference for the project;
- Recruit new members and/or advisor to the project group based on identified skills gaps;
• Begin to map out prospective funders and develop an outline fundraising strategy for the project;
• Seek development funding from Gateshead’s Capacity Building Fund and/or the Church and Community Fund for revenue support to employ a project co-ordinator;
• Continue community consultation activity and use feedback to inform and develop project offer and define project outputs and outcomes;
• Continue to test out new activities and undertake market research to produce an outline business case for investment which outlines how the site will be financially sustainable;
• Define scope of project with clearly defined objectives;
• Seek funding to support the development of an outline business plan for the site (e.g. project development grant from the Architectural Heritage Fund);
• Establish a plan for developing interpretation tools and materials to help people understand the building;
• Develop a Statement of Need which outlines what physical changes are required to meet these objectives;
• Develop a communications plan for the project;
• Embark on Roof and Other Outside Work, Phase 2: set out work to be done; seek funding.

The Church also wish to add:
• Lighting: install new lights.

Longer-term

• Seek funding (e.g. HLF Start up Grant) to commission an Assessment of Significance for the building and after completion, funding to develop concept designs for the site based on the outline business plan and Statement of Need;
• Consider also applying for funds to pay for specialist support that can help the project group review its existing governance arrangements and recommend alternative options for the group to consider based on current project group membership, project scale and direction;
• Continue to review community offer and income generation opportunities for St Chad’s;
• Begin to prepare funding applications for initial development work (e.g. potential application to the Heritage Lottery Fund).
• Roof and Outside Work, Phase 2: implement re-roofing, pointing, repair of crocketed finials etc.
1. Church - key information

<table>
<thead>
<tr>
<th>Diocese: Durham</th>
<th>Local Authority: Gateshead Metropolitan Borough Council</th>
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<tbody>
<tr>
<td>Postcode: NE8 4QE</td>
<td>Heritage Status: Listed Grade II*</td>
</tr>
<tr>
<td></td>
<td>Full listing description available <a href="#">here</a></td>
</tr>
<tr>
<td></td>
<td>Key Contact: Revd Dr Meg Gilley</td>
</tr>
</tbody>
</table>

2. General Context

2.1. Background history

Highlights from Grade II* listing description:

- ‘1900-1903 by Hicks and Charlewood’;
- ‘Ashlar with fairly low pitched slated roof’;
- 14th century style. ‘Cruciform with aisles and an octagonal crossing tower with battlements, a corona of crocketed pinnacles and narrow fleche with vane’.
- ‘Much tracery, some flamboyant, some early Perpendicular’.
- ‘Elaborate carved surround to North door has symbols of Evangelists and three niches above it with figures of saints’.
- ‘Retro-chapel and vestry extensions to East’.
- ‘An expensive and accomplished town church’.

Dating from 1903, this is one of the largest and most ambitious churches designed by William Searle Hicks, in which his particular penchant for the late Gothic style (Flamboyant in some areas, full-blown Perpendicular generally) was given full rein. It proved to be a fitting memorial, as Hicks died before it was completed and is commemorated, along with Bishop Westcott who laid the foundation stone, by the stained glass of the east window of the morning chapel.

The church appears to be cruciform, consisting of nave and chancel with aisles to both, transepts, and octagonal tower over the crossing. An ambulatory on three sides of the chancel gives access to a small morning chapel beyond. The heating chamber is sited under the west end of the nave, taking advantage of the sloping site. Walls are of buff-coloured sandstone, plastered internally; roofs are covered with green Lake District slates, with timber structures open to the interior.

The church is notable for the quality and elaboration of its contemporary furnishings and fittings, including much carved woodwork, and for some of its stained glass.

In 1990 the west end of the nave was partitioned off and subdivided vertically and horizontally to create meeting rooms and ancillary accommodation on two levels for community use.

2.2. Location

St Chad’s Church is located within the inner-city ‘Central Area’ of Gateshead. The parish falls within the Dunston and Teams, Lobley Hill and Bensham and Saltwell wards. This area of the city is currently undergoing a £350m redevelopment as part of the Gateshead Regeneration Partnership.
2.3. Area demographic

2.3.1. Overview

The parish has a population of around 19,900.

The area has experienced above average population growth, with a particular increase in the 20-44 year-old group of the working age population. There is a large number of ethnic minorities compared with other areas of Gateshead, including the third largest community of Orthodox Jews in Britain. St Chad’s has also seen a significant increase in the number of Farsi-speaking members of its population in recent years.

The community is undergoing considerable change as older substandard housing is demolished and redeveloped. Gateshead Regeneration Partnership (comprising Galliford Try, Home Group, Gateshead Council) is to deliver some 2400 homes, mainly for families. It is hoped that new housing will encourage in-migration with associated need/opportunity for community-building.

2.3.2. Needs

The parish falls within the top 10% of deprivation in England. There are particular concerns regarding the following:

- Health and life expectancy: the ward ranks within the top 10% for health deprivation in England. Men’s life expectancy is 72 years, compared with the average for Gateshead of 78 years;
- Education: the ward falls within the highest 20% most deprived in terms of education, skills and training, except in the area of special needs education where it compares favourably with averages for Gateshead as a whole;
- Child poverty: 32% of children in the parish live in poverty and there are higher instances of childhood obesity. The average household income is £4,000 below the average for Gateshead as a whole (£29,000);
- Crime, especially anti-social behaviour;
- Unemployment: above average in this area, compared with the rest of Gateshead.

2.3.3. Opportunities

In addition to the Gateshead Regeneration Partnership initiatives to transform the area around St Chad’s, there are a number of other opportunities as follows:

- Community-building and activities associated with Dunston Staiths redevelopment. This project will reconnect the industrial heritage of Dunstan Staiths and the surrounding Saltmarsh Gardens to the local area, with associated house building and regeneration;
- Partnership opportunities with local schools in particular St Aidans CE Primary, Brighton Avenue Primary, Kelvin Grove Primary, Eslington School, (an ‘outstanding’ primary school for children with social, emotional and behavioural difficulties) and Bensham Grove Nursery;
- Arts & Crafts related activities with Shipley Gallery and Bensham Grove
- Work with local care homes such as Armstrong House Rosewood House, Fountain Court, Alexandra House;
- The church is registered with the ‘inclusive church’ group and plan to encourage wider involvement in events by often excluded groups.
3. Heritage

3.1. Needs

The church Quinquennial Inspection was last completed in 2014. Re-roofing forms the basis of an urgent works package. Lead theft has been an issue previously and there is a need to improve protection and security.

The church hall and meeting space was created through a reordering programme 25 years ago and is now in need of major refurbishment to improve the quality of the facility.

St Chads has a lot of discrete spaces, as well as a well sized nave and church hall. However the space needs to be more effectively used and a designated storage space needs to be identified which would free up valuable areas that could be used for other activities.

There is a wealth of arts and crafts contained within the church but the stories of these items and the craftspeople who produced them are absent from the church. There is a clear need to improve on site interpretation and better connect with other craft based outlets and histories in the wider area.

There is also a need to improve the physical connection between St Chads and the community that surrounds it. It is accepted that for the time being security is an important issue and railings and secured gates are necessary but it is important that these do not give an impression of abandonment. In the longer term the church should consider ways in which it can physically demonstrate that it is open to all and remove some of the psychological ‘barriers’ to access.

3.2. Opportunities

Creating more flexible space within the church will enable St Chads to grow and generate more income which can be used to offset future maintenance and repair work.

St Chads is located in an area that has a rich industrial and craft based heritage and there is a clear opportunity to create heritage arts and crafts trails linking up to other heritage sites.

4. Mission and purpose

4.1. Needs

St Chad’s was known as a ‘Cathedral for the working people’ of Bensham. The connection between the church and the working population is now weaker and the church’s mission is to re-establish this connection and grow the congregation at St Chad’s.

Bensham is an area of high deprivation and St Chads mission is to address the needs that stem from this deprivation and improve the quality of life for local people.

4.2. Opportunities

The church would like to engage with families after occasional offices (baptisms, weddings, funerals) – giving support after funerals and ensuring ongoing contact and support after baptism.

The fabric of the area will be changing over the next few years with housing redevelopment of street blocks around the church creating more homes for local people and families. This presents an ideal opportunity for St Chad’s to review its existing community service provision.
and start to develop new offers which would be of value to new residents. Attracting new users to the site could potentially over time increase church membership.

5. Community

5.1. Needs

The Bensham area scores highly against the indices of multiple deprivation and the church is currently responding to this need through providing the following:

- Running a luncheon club with Corpus Christi Catholic Church to counteract increasing instances of social isolation;
- Providing opportunities for offender rehabilitation by enabling young people to support and help run church activities.

There is a need to expand the luncheon club and run this service at a higher frequency. Currently the church can offer this service to up to 30 people including volunteers. The church is in discussion with the local doctors’ surgeries to explore with them further referrals of people in need of the luncheon club: it is expected that the demand for this service will only increase over time. The church would like to extend this service to two days a week but are currently constrained by volunteer capacity, particularly those available to prepare the lunches.

Big Local (Big Lottery funded community investment programme) is active in three estates within the parish as well as the ‘Bensham and Saltwell Alive’ project, which seeks funding to invest in local services. The investment currently directed into the Bensham and Teams community highlights the area’s needs and particularly the need for supporting social infrastructure.

There is a high level of poverty in the community with implications for people’s health and wellbeing and one manifestation of this is ‘holiday hunger’ problems.

Mental health and wellbeing is another key area of investment in Bensham and there appears to be higher levels of mental illness prevalent in the community. Tyneside MIND (the national mental health and wellbeing charity) is located next to the church but delivers a mental health and wellbeing programme for the wider community across Tyneside.

5.2. Opportunities

A key opportunity for St Chad’s is to expand its luncheon club. There is a clear demand for this service and if funding could be secured from local projects to support expansion (such as the Bensham and Saltwell Alive project) then this demand could in part be met. Further expanding this offer to create a community café on site would meet the needs of those seeking support and friendship. If designed to be child friendly, the café would also help to attract new families that will move into the area through housing redevelopment.

The St Chad’s Community Project (which has secured 3 years of Big Lottery funding) is currently developing a draft business plan for its site. A community café offer is being developed as part of the business planning process. A mixed staffing and volunteer operational model for the café is being considered which will provide an opportunity for skills training and also help keep operational costs down. There could be the potential to extend the community café initiative and model of operation to St Chad’s, with both sites operating the same social enterprise (helping to reach a wider proportion of community and sharing operational resource).
There is also an opportunity to work more closely with local health providers in the area to run activities on site or in partnership with other local groups to tackle social issues such as isolation and poor levels of wellbeing.

Creating better use of the physical space within the church would enable existing services to continue (such as the food bank service the church currently runs in partnership with Gateshead Food Bank) and also enable existing and new initiatives to grow.

The housing redevelopment around the church can provide an opportunity to place shape the area, providing better connection between the residential area and the church and create more social spaces where people can meet and socialise and the church is starting to engage with this process of regeneration.

The appreciative inquiry session planned for September will enable opportunities to be examined further.

6. Capacity

Organisational Capacity

Capacity is a significant issue for St Chad’s. The incumbent sits on a number of local partnerships and is able to connect this project up with others in the area. However the incumbent is at full capacity and their involvement on other partnerships places a constraint on the amount of time they can allocate to the development of a project at St Chad’s. The PCC, although committed, are small in number (6) and are already at full capacity.

Capacity to Run Project

Although youth offender and other volunteer placements are used to support activities, such as the luncheon club, the lack of resource in general to help run the club prevents it from expanding its offer.

A major focus for the church is to expand its volunteer resource and skills available.

7. Adaptability

Like all projects, justifying the need to adapt the church through a clear and well thought out business case will support St Chad’s to secure Faculty consent based on a future concept design.

The church has previously been adapted (early 1990s west end church hall creation) and so the principle of significant reordering in the church is already established.

Adaptation has not yet been considered in detail by the group but it is clear that an improved lighting scheme in the church, heating in the Chapel of All Saints, combined with maximising underused space is required along with access improvements and a facility upgrade to support wider use.

Before any design work is commissioned up to date Assessment of Significance and Statement of Need should be in place to inform the architect’s brief.
8. Project

8.1. Vision

The project group wish to create a place of heritage interest and hospitality at St Chads: putting the church firmly at the heart of the community. The church will be a place that services all groups and addresses the needs of the community.

8.2. Ideas and options

Ideas and options have been identified by the group but implementation of these have not as yet been fully developed. The project group are aware of the physical interventions that would be required to support wider use. However the group have not yet explored in detail how new activities and audiences could be engaged but intend to do so through an Appreciative Inquiry session in September.

9. Funding potential

Although funding potential for the capital work has not been explored in detail, it is safe to assume that investment required will be significant. The project group are keen to explore an approach to the Grants for Places of Worship scheme to cover a second phase of repair costs principally to the roof.

In terms of development funding, Gateshead Councils ‘Capacity Building Fund’ which can provide grants up to £10,000 to support revenue costs, volunteer and governance work should be explored, especially in terms of securing costs to cover a part-time project officer to help develop this project.

The Church and Community Fund should also be explored for development funding opportunities.

10. People resources

The PCC is small and is at capacity and the driving force behind the project, the incumbent, is stretched by existing commitments. Despite this the external members of the project group (Gateshead Council, St Chad’s Project and an independent consultancy group ABC Consulting) all have the potential to help drive this project forward through partnership work.

St Chad’s needs to take a strategic approach to this project and link up to opportunities being developed by Gateshead Council and the St Chad’s Project. To do this the group would benefit from a designated co-ordinator who can bring in all of these strands: there may be a conflict of interest if this position fell to the incumbent, who already sits on a number of community/social enterprise project boards.

A number of local organisations could also be approached to work with the church including local schools and health practices.

11. Income potential

The project is at the inception stage and no business planning activity has taken place. Income generating ideas to explore further include a community café, set up as a social enterprise with profit invested directly back into St Chad’s to support wider church activity.

The role that heritage tourism can play is an area that should also be explored further.
Current community activities do not make a profit and the church barely breaks even so a hard look at how commercial income can be generated to ensure that these community services are sustained is imperative.

The church is keen to pursue a role as a film set but needs to establish a faculty that is sufficiently flexible so that it can respond quickly to enquiries from production companies looking for a filming venue.

12. Key risks

Existing capacity is a real issue that if not addressed could stop a project from developing. The PCC has already reached capacity and cannot cope with further work. There is a real danger that if new volunteers and designated support for this project are not found then the expectation placed of existing PCC members and volunteers may lead some to abandon the project.

Currently the Council is engaged with the project. However the extent to which this engagement will be ongoing (given potential changes to council funding and agendas) needs to be recognised.

The loss of the incumbent would also impact on the momentum and energy of the church – and project

The community is very transient with a high percentage of those resident being in private rented or social housing. This transience may impact on the amount of connection that the project can build with the local community although the redevelopment of street blocks around the church if occupied by more permanent residents will assist in building links.

St Chad’s needs to define its role in the area and make sure that it develops an offer which is both unique and complimentary to other local providers in Bensham. Competing with established organisations to deliver similar services is not what the Project Group wish to do. To avoid this the project should be developed in partnership with other community agencies in order to identify service gaps and make sure that the St Chad’s offer is something of genuine need that integrates with the existing offers.
13. SWOT analysis of options

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>• The rich arts and crafts heritage of the site and area;</td>
<td>• Volunteer capacity;</td>
</tr>
<tr>
<td>• The connection the incumbent has with other local partnerships and Trusts;</td>
<td>• Incumbent capacity;</td>
</tr>
<tr>
<td>• The demonstrable demand for expanding current activities;</td>
<td>• No formal Partnership Agreement.</td>
</tr>
<tr>
<td>• Opportunity to build on existing volunteer scheme (such as youth probation offer);</td>
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</tr>
<tr>
<td>• Support from council and other local partners.</td>
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<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Residential development and place shaping opportunity to better connect site with community;</td>
<td>• Duplicating services of another local organisation;</td>
</tr>
<tr>
<td>• Free offer of training – community consultations (ABC Consulting);</td>
<td>• Long-term support of organisations (e.g. council);</td>
</tr>
<tr>
<td>• Revenue funding opportunities;</td>
<td>• Loss of PCC through unreasonable demands.</td>
</tr>
<tr>
<td>• Opportunity to build on heritage craft theme and develop tourism offer.</td>
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Appendix A: St Chad’s Church, Bensham, Gateshead

Background Research Notes

General Information

LOCATION

Inner-city location within the ‘Central Area’ of Gateshead. This area of the city is currently undergoing £350m redevelopment and regeneration, as part of the Gateshead Regeneration Partnership

https://www.google.co.uk/maps/place/Saint+Chad%27s+Church/@54.9495993,-1.6124789,16z/data=!4m2!3m1!1s0x0000000000000000:0x84432b8ebcb586d8


POPULATION

Gateshead = 78k (from 2001 data)
Parish =19,900

DEMOGRAPHIC PROFILE OF BENSHAM WARD

Ward profile:

Higher than average population growth: ‘Between 2001 and 2011, the population of the Ward increased by 10%, with much of this growth occurring amongst the 20-44 year olds cohort of the working age population, and now accounts for 36% of the Ward’s population, compared to an average of 33% across Gateshead’

Ward has large BME population compared with other areas of Gateshead. 6% of population.

Significant Orthodox Jewish community – 3rd largest in Britain


Community Information

‘Central Area’ Community and Neighbourhood Analysis for wider area overview:
https://www.google.co.uk/search?q=bensham+orthodox+jewish&ie=utf-8&oe=utf-8&gws_rd=cr&ei=yn5oVYyrD8PT7QaxsoEw#q=central+area+gateshead

NEEDS

Lobley Hill and Bensham Ward, falls within top 20% of deprivation within England

- Crime: Average overall instances of crime as for the rest of Gateshead but slightly higher than average instances of anti-social behaviour than for rest of Gateshead
- Child Poverty: Higher than average number of children in poverty than for rest of Gateshead, and higher instances of childhood obesity. Average household incomes £4k below average for Gateshead (£29k).
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- Unemployment: Higher than average number of people in unemployment than for rest of Gateshead
- Bensham North and Lobley Hill North are both in the 10% most deprived in terms of employment and health, with Bensham South also in the 10% areas for health and living environment. Particular issues with smoking (men’s life expectancy (72 yrs) vs Gateshead average (78 yrs)). 23% of residents have a limiting lifelong illness (vs 22% for Gateshead as a whole).
- Housing: The Ward comprises semi-detached housing mostly located in Lobley Hill with most of Bensham’s housing comprised of Tyneside flats and terraced housing of the late Victorian/early Edwardian periods.
- Education: Bensham and Lobley Hill North all fall within the 20% most deprived in terms of income and education, skills and training, with Bensham South also in the 20% for crime. Bensham and Lobley Hill performing better in special needs education compared with averages for Gateshead as a whole.

OPPORTUNITIES

Community in process of change. New housing will encourage in-migration and hopefully permanent / longer term residents – with the need/opportunity for community-building. St Chad’s can play an important role in this.

Gateshead Regeneration Partnership to deliver 2400 homes (predominantly for families): partners Galliford Try, Home Group, Gateshead Council
http://www.gallifordtry.co.uk/flagship-projects#project-gateshead-regeneration
http://www.homegroup.org.uk/news/Pages/NationalawardforTynesidehomespartnership.aspx

Dunston Staiths redevelopment – regeneration project currently underway to reconnect Dunston Staiths timber structure and surrounding Saltmarsh Gardens to the local area. Project will involve education, interpretation and activities but also major redevelopment/new house building. (The Staiths were a large timber structure from the time of the coal-mining industry, transporting coal brought from inland mines by rail onto ships on the River Tyne http://dunstonstaiths.org.uk )

Links to local schools
- St Aidans Primary School – http://www.staidansprimary.co.uk/
- Eslington School – outstanding Primary school for children with social, emotional, behavioural difficulties. 30 places. http://www.eslingtonprimaryschool.co.uk

Local Community Associations links
- Bensham Grove Community Centre: http://www.ourgateshead.org/groups/bensham-grove-community-centre (Arts and Crafts connections, like St Chad’s.)
- St Chads Community Project - http://www.stchadscommunityproject.co.uk/

Wider Gateshead area:
Local Care Homes
Armstrong House: [http://www.carehome.co.uk/carehome.cfm/searchazref/10004501ARMA](http://www.carehome.co.uk/carehome.cfm/searchazref/10004501ARMA)
Rosewood House: [http://www.carehome.co.uk/carehome.cfm/searchazref/75642](http://www.carehome.co.uk/carehome.cfm/searchazref/75642)

Oakwell Nursing Homes:
[http://www.carehome.co.uk/carehome.cfm/searchazref/20004501KEEA](http://www.carehome.co.uk/carehome.cfm/searchazref/20004501KEEA)
Alderwood: [http://www.carehome.co.uk/carehome.cfm/searchazref/20004501ALDA](http://www.carehome.co.uk/carehome.cfm/searchazref/20004501ALDA)

Further advice from the ‘Inclusive Church’ group for activities/events that encourage wider participation within the church community: [http://www.inclusive-church.com/about-us](http://www.inclusive-church.com/about-us). St Chad’s is already an ‘Inclusive Church’.

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


Community Needs and Opportunities

- Local consultation and communication

NCVO (The National Council for Voluntary Organisations) provide 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


- 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


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/Projectexamplesofourregenerationwork/

Project Vision, Ideas and Options

- Developing ideas


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

- Developing activities/interpretation


- Developing audiences

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

Funding Potential


People Resources

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

- Advice on accessing the best professional help
  [http://www.churchcare.co.uk/churches/advertising-for-professionals](http://www.churchcare.co.uk/churches/advertising-for-professionals)

Income Potential

- Developing a Business Plan


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


Risk assessment

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