

## St Mary & St Michael's Church, Doddington



**Inspired Futures Project:**

**Way Forward Report**



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## Executive summary

St Mary & St Michael's is a significant Grade I listed church in the village of Doddington, Northumberland. A steering group, made up of residents and members of the congregation, have formed to address the future protection and sustainability of the building. There are currently no provisions for fabric repair and maintenance for the church or the Grade II watch house in the churchyard. With no PCC or churchwardens to manage the church, the group need to look into strategies to increase funds and income to put towards a sinking fund. Ideas suggested include increasing the heritage offer of this attractive and ancient church, in partnership with other churches in Glendale, to tell the stories of the local area and attract visitors. Or begin more locally, by consulting with the community as to how they want/can support the building, such as through an asset based Friends Scheme.

An important first step of the steering group is to agree on a vision that will be relevant to the scale of the church and village, but that highlights that without increased income, use and new people, the church may face an uncertain future. It is the role of the steering group to consider all options, include doing nothing, to assess what impact these changes might have on the church, village and community.

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

- **Form a steering group** – the project needs a clear focal point. It is important to have a forum with representatives from both the church and the community, and a place where all opinions can be heard and considered.
- **Develop an initial project vision** – a key starting point is to have an agreed vision (this can change over time so doesn't need to be perfect) that everyone can work towards, and that will give focus to any ideas for sustainability.
- **Agree some core objectives for the project** - As this is the start of the project these can be quite broad – better interpretation of the church's story, increasing income – and further detail and defined activities can be included later. Agreeing some core aims (these can change over time) will enable discussions, internally and externally, to begin. It should also help to bring into the open different perspectives on the project's aims.

### Medium term

- **A formal governance structure for the project** – the time and resources of the project team need to be considered, and commitments to the project established. Begin assigning leads for important areas of work, details of how the congregation can become involved - and communicate this to the congregation. Transparency will reduce uncertainty.
- **Assess options and ideas for sustainability** – Once a steering group is established and a vision agreed, there needs to be serious discussions around what the needs of the building are, and ideas put forward to address them. These need to be realistic as to what is achievable in the short term, and open to what can happen in the long term. However, a clear target is the needs to raise enough money for the parish share by 2017 – how will this be achieved?
- **Plan some small scale pilots** – ideas will need to be tested before being fully invested in, both in terms of community backing and financially. Low cost events, activities or initiatives can be planned to explore the ideas and options of the steering group.
- **Plan for immediate repairs** – the two year recommendations from the QI need to be addressed, and a strategy put in place for how this will be done for the church and Watch House. If the community is expected to raise more money for the church how will they be engaged in this task?

### Longer term

- **Testing of project ideas and consultations** – test some of the steering group's project ideas with the local community, helping to refine the ideas further. Events and consultations may help bring new people into the project too.
- **Create a statement of need** – to set out what facilities or improvements are needed in the church to deliver the proposed new ideas.
- **Create or update the Assessment of Significance** – this will set out what is significant about St Mary's and St Michael's, particularly important for planning any improvements to the church and for funding applications.
- **Begin researching local and regional funders** who might support your project ideas
- Once the project ideas develops **start talking to other 'stakeholders'** who might provide support, advice, expertise (local/district council, tourism bodies, holiday lets/cottages, local farms/businesses, schools).
- **Develop a project plan** – collating the work done to date, create a working document that will act as a tool for taking the project forward.

## 1. Church - key information

Diocese: Newcastle	Local Authority: Northumberland
Postcode: NE71 6AL	Heritage Status: Grade I Full listing description available <a href="#">here</a>
Key Contact: Gail Courtney <a href="mailto:2gs_galewood@msn.com">2gs_galewood@msn.com</a> 07798778678	

## 2. General Context

### 2.1. Background history

Highlights from Grade 1 listing description:

- Parish church dating from 13th and 19th centuries comprising nave, north aisle, chancel, baptistry, south porch and north vestry;
- Single-bay baptistry at east end of the church 'built as chancel by Ignatius Bonomi in 1839';
- Interior has 13th century arch, 'with moulded capitals and chamfered arch, now used as chancel arch, but until 1893 separating nave from west chamber';
- Internal fittings and monuments include 're-cut Norman font with capitals of columns to former blind arcading' and three 'medieval grave covers built into porch'.

Although the current building dates mainly from the 13th and 19th centuries, it is based on the foundation stones of an 11th century site. It has an unusual orientation. In the restoration of 1893, the altar was moved to the west end, the opposite of the usual church orientation plans. A corner of its churchyard is filled by a large watch house of 1826, now Grade II.

The church and churchyard sit on the edge of a previously agricultural village which now has no central village green and probably more residences than farms. Within the village, one of the farmhouses (18<sup>th</sup>- and 19<sup>th</sup>-century), the Old Vicarage (1835-6) and 'the Dod well' (1846) are all Grade II, while the ruins of a sizeable 1534 'stronghouse' are Grade II\*.

The Doddington village and its church are overshadowed on the north and west by Dod Law. According to local tradition, it is on this low hill, which is topped by a fascinating

variety of archaeological antiquities including ancient settlements, Iron Age forts and fine cup-and-ring marked stones, that the young St Cuthbert was a shepherd boy. This traditional story has been disputed in favour of other locations, but a cave in the hill is still known locally as 'Cuddy's Cave'.

## 2.2. Location

Doddington village is c. 3 miles from the settlement of Wooler in the far north of Northumberland, 13 miles south of Berwick-upon-Tweed. It is close to St Cuthbert's Way pilgrims' route.

## 2.3. Area demographic

### 2.3.1. Overview

Doddington parish has a current population of around 150, of which 40 reside within the village of Doddington itself. It sits within the ward of Wooler, which has a total population of around 4000.

Northumberland as a whole does not rank highly for deprivation compared with other areas of England. Where deprivation occurs it is largely in the urban southeast of the county. However, many remote communities such as Doddington are the subject of the following concerns:

- Rising ageing population: Northumberland has a larger proportion of persons aged 65 and over in the population than the North East region as a whole and a smaller proportion of persons aged 0 to 15 than the rest of the region;
- Declining working-age population: the population of 20-64 year olds is projected to decrease.

### 2.3.2. Needs

- Community support for ageing population
- Employment opportunities for working-age population and young people
- Developing the village and surrounding areas as an attractive, thriving place to live

### 2.3.3. Opportunities

The community served by St Mary & St Michael's, Doddington is well-placed to benefit from the following initiatives:

- Development of the church as a visitor destination, particularly with the extension of services along St Cuthbert's Way to create the 'Glendale heritage project' together with churches at Chatton and Wooler;
- Strengthening ties with successful local employers, such as Doddington Dairy.

### 3. Heritage

#### 3.1. Needs

Currently the church has no funds set aside for fabric expenditure, and that is a concern for its future maintenance. Even though the building is in a satisfactory condition, a recent architect's report (January 2014) indicated a need for some fabric repair. There is a crack in the west wall that requires the attention of an engineer and the watch house is in need of serious repair.

For heating, the small congregation make use portable heaters, which are not good for the fabric of the building nor very satisfactory for the congregation. There are dehumidifiers in the vestry and at the east end of the worship space, which are there to prevent damage caused by a build up of damp. There are electric panels on the back of pews, but they are hardly ever used for fear of the costs.

There is no provision to address these issues or any other unexpected costs should they emerge. Therefore, there is a clear need to look at strategies to increase funding and income for the church which can be put towards a sinking fund as well as cover the parish share and building overheads.

#### 3.2. Opportunities

The building is a hidden gem. Such an attractive and ancient church and yard deserve better interpretation and presentation to visitors. There is a short history leaflet available but no information on other features in the church or for the watch house.

The area has a fantastic history to tell, not just about St Cuthbert but also the Saxon heritage and the prehistoric heritage in the area. There is scope for the church to play a part in telling that story.

Being a short distance from the St Cuthbert's Way long distance pilgrim route, there may be opportunities for Doddington, along with the two other local churches at Chatton and Wooler, to offer a joint Glendale heritage project presenting 'The Churches by the Way'. Doddington, with 18 other churches, is also included in the Glendale Church Trail which offers another opportunity to promote local and parish heritage and visitor development.

People are currently interested in the churchyard for genealogy, and if the watch house was restored, it could house records and/or interpretation about the churchyard. Having a project like this for the watch house would also make it more appealing for external funding to repair it.

Residents feel the church is well visited, although they have no way of counting bar the comments in the visitor book. With a better means to display interesting interpretation, both in the church and watch house, there are opportunities to gain more or repeat visits from people enjoying the heritage.

## **4. Mission and purpose**

### **4.1. Needs**

The church is always open, and is much loved by the village residents. It is well used by a small but dedicated congregation, is available for weddings, baptisms and funerals, and is busy on festival occasions. However, improvements are needed to the access, heating and lighting in order to increase the comfort of the current congregation, as well as to provide a suitable base to develop the mission/purpose of the church.

The primary need is to attend to the on-going management and running of the church as it no longer has a PCC or Churchwardens. Currently, the parish income is £6,000 per year. Each church in the parish has to pay their parish shares each year. This then goes into the pool of funds for the whole parish. Previously, if a church was unable to pay the whole amount, then this was subsidised by other churches that could. However, due to new legislation, churches will have to pay the amount they are requested. It is estimated that Doddington will need to increase its income to £11,000-12,000 per year by 2017 to be financially viable.

### **4.2. Opportunities**

Although the regular congregation is small, the 'occasional offices' of baptism, weddings and funerals attract large numbers, as do the seasonal celebrations of Harvest, Christmas and Easter, where the church is full. This pattern, which is becoming more frequent in a secular society, shows increasing participation by many with no particular church affiliation, and may be used to under-pin a viable mission/purpose plan.

Ultimately, Doddington Parish church will remain as a place of worship for the congregation and as a place of gathering for occasional offices and festivals. It is suggested that some reordering of the church might benefit the congregation and those using it for live services/festive occasions, allowing better access and more flexible space.

## 5. Community

### 5.1. Needs

The village is made up of two big farms, one being the dairy ([www.doddingtondairy.co.uk](http://www.doddingtondairy.co.uk)), and the rest is residential. The residents do not see Doddington as a tourist/visitor destination; there is no pub, shop or café. The village does have a hall which has facilities such as toilets, and serves the community as a gathering place.

The community feel that when people come and visit the church it is to enjoy the peace and sense of place, and this is something to value along with the heritage of the site. The congregation feel there is no great need for the church to be anything more for the community than a place of worship, but there is a need for the community to give support in maintaining the church for the future. This assumption should be tested through consultation. As the church needs to increase its parish share by over half the current amount, the congregation and wider community need to understand how they can achieve such an increase, and members of the wider community may have ideas on this.

As not directly on the St Cuthbert's way, some residents feel that people are unlikely to deviate from it to visit the church. Likewise, it is felt that cyclists on route 68 are unlikely to stop. Attracting more visitors, if that is the intention, will begin with having better signage and visibility for people to find the church, or to be on the visitor radar as somewhere to come and explore.

### 5.2. Opportunities

There is a lot of goodwill in the community toward the church. As such, there may be scope to begin a Friends Group, informally to start with, as a means to harness this goodwill, and make people aware of the need to look after the building into the future. This gives an opportunity for people in the immediate and wider community, particularly those who may not be church goers, the chance to be involved with their local heritage.

The village hall provides the only public facilities in the village. It is not clear if the hall is open, or how often it is used. A partnership between the church and hall could be arranged so that people or cyclists who stop by the church can be made aware of the possible use of facilities in the nearby hall. A partnership with the local dairy, well known for their cheese and ice cream, could also be explored as a means of creating an additional reason to visit the village.

## 6. Capacity

At the last annual meeting of the parishioners, it was agreed that a small group would embark on the Inspired North East's Inspired Futures Project to begin exploring ideas and options that could build towards a sustainable future the church. The group are very much at the beginning of this process, and although the notion of a steering group has been put forward to include the Archdeacon of Lindisfarne, it has not yet been formed.

There appears to be uncertainty about the scope of the project and what it will mean for the 'feel' of this rural parish church. This uncertainty may have turned people off from getting involved in the project.

Better communication about the project's aims should help remove uncertainty and hopefully encourage people to become involved. Any project will need to be relevant to the scale of the church and village, but people also need to be clear that without increased income, use and new people the church may face an uncertain future.

## 7. Adaptability

Being a Grade 1 building, intervention in the church nave and chancel would need to be very sensitive. However, it is the wish of the congregation at present for minimal adaption of the building, but a better lighting scheme is felt to be necessary. Even though the church has lighting, an automatic system (motion sensory activated) would be more fit for purpose, as lights are currently accessed via the vestry, and people have to walk through the church (in the dark at some times in the year) to get to them.

Other interior changes could include the potential to utilise the north aisle or the back of the church with some reordering, to create a more flexible space for heritage exhibitions, an area for children or for better access.

If any further schemes were to be developed in the future to install facilities in the church, there is scope to investigate using the vestry and boiler store as possible locations for this.

The most immediate and viable area for adaptation that will not affect the church itself, and may offer a means of income generation, would be the watch house. It is of a good size to be utilised as, for example, a toilet/kitchenette or a 'mini museum' dedicated to the churchyard and church. However, the plans for the watch house heavily depend on what the overall aim of the group is for the site.

Any project looking for investment in facilities will need to demonstrate how it will attract new people. To achieve the improvement in facilities mentioned by the group there will need to be a parallel effort to attract new visitors and audiences.

## 8. Project

### 8.1. Vision

The vision for the church of St Mary and St Michael still needs to be developed, and this is perhaps the first role of the steering group. An agreed vision will help develop options that address the needs and expectation of the community, and give a common purpose to the project.

From the meetings held it is clear that this vision needs to provide a balance between finding a way to increase income into the church, while respecting the building and the community which it serves. There is clear passion and love for the building, and also a clear need to create a plan for its future.

Management of expectations and communication within the group and with the congregation is key, as this will help establish the ideas and options in a transparent way.

### 8.2. Ideas and options

Without an agreed vision, it is difficult to fully explore the ideas and options for the church. However, an idea that has been discussed is to utilise the church as a heritage destination for visitors to explore and provide increased income for the church. There are some thoughts on how this could be achieved:

- **Working together as a village** - The church is a beautiful heritage building, and the churchyard has attractive flora and fauna. People do visit the church at the moment, but if more was on offer in the church and village, this could gradually increase.
- **Heritage and interpretation point** – The church could display stories about its history and that of the village and the area in which it sits. This could be in the form of a narrative or art work. Local schools or groups could undertake projects around church interpretation.
- **'Churches by the Way'** – working in partnership with other churches along the St Cuthbert's Way to encourage visitors to explore the heritage on route, with the opportunity of cross promotion and awareness raising.
- **Development of the watch house** into facilities for visitors, a small museum, genealogy archive.

- **More awareness of the church** via signage and marketing (online, or through local tourist information for example).

Increasing visitors to increase income is just one avenue of thought. It is the role of the steering group to consider all options, include doing nothing, to assess what impact these changes might have on the church, village and community.

## 9. Funding potential

The rich history in the area generally has increased the visitor economy, and the ideas above begin to explore how Doddington could take advantage of that. There are funds in the area, such as the Glendale Gateway Trust, that support tourist/visitor orientated ventures.

The significance of the church and watch house as heritage assets could lend strength to applications to local and regional trusts or support from the District Council. However, most funders, such as the Heritage Lottery Fund, would require any project to be more than just repair, it would have to show how the project engages the community and visitors with the heritage, or how the project benefits the community as a whole. Strong community engagement plans would be a prerequisite.

There may be scope for a community fundraising initiative. If more people were made aware of the repair needs for the building, the goodwill they have towards the church might spark new interest in trying to preserve it.

Depending on the aim of the project, there may also be a possibility of applying to local community funds such as the Barmoor Wind Farm Community Fund at the Community Foundation.

## 10. People resources

There is limited time and resources in the local community. Any option for the church or idea to increase activity will need to take this into account. This is evident through the example of the harvest festival in the village hall. It is very popular, but only two people in the community organise it and it is a lot of work.

When a steering group is put together, it will be important to review the skills of each member, but also to be realistic on what they can offer individually to develop a project.

## 11. Income potential

As well as covering the parish share and building overheads, the urgent repair from the 2014 QI (advised to be done within two years) is estimated to cost between £7,000 and £9,000 with further necessary restoration work estimated between £26,000 and £37,000.

Usually, the money needed for the parish share is paid through congregation contribution and fundraising (coffee mornings and the like). However, it will no longer be sustainable with the new legislation coming into affect in 2017. This presents the potential for an upcoming crisis and it would seem that the church doesn't have long to begin developing some firm proposals to address the problem.

If the idea of using visitors to increase income is to work, then there needs to be a better mechanism in place to encourage giving, a more welcoming visitor experience and more events and activities taking place. Currently, the donation box is separate from the table which has the church information on it, and is not very obvious. Just by making the box more visible, eye catching, creative or fun will increase the chance of people giving. It is hard to know if increasing visitors alone will be enough, but the church needs to undertake some simple projects to test some ideas.

A Friends Group will be worth trialling but there needs to be someone willing to set up the Group, agree its purpose and coordinate its activities.

## 12. Key risks

The main risks of immediate consideration are:

- **Not having the funds for fabric repairs** – Money for the immediate repairs is not overwhelming, but it is realistic to presume that more expensive repairs are down the line. Not being able to pay for work now could lead to a spiral in the costs of repair.
- **Church not being financially viable by 2017** – there is a real risk that the church can't contribute all the necessary money to the parish share.
- **Management of expectations in the community** – Any vision or project going forward needs the backing of the community. Lack of transparency or consultation will reduce support and risk any plans for sustainability for the church.
- **Lack of time and resource** – The parish community is small, and the community are limited in terms of what they can offer. The project needs to be realistic about what resources are available in the short to medium term.

### 13. SWOT analysis of options

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• A beautiful building in a stunning area of the country</li> <li>• A local community that is passionate about the building</li> <li>• An increased awareness of the risks to the buildings</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Hidden from passers by, with limited signage</li> <li>• Currently no PCC or church wardens, small parish, very little capacity.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• For the church to become a visitor destination</li> <li>• To work together as a village to create a sustainable future for its much loved village church.</li> <li>• To harness the good will of the community via a Friends Scheme</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Could the watch house continue to be a dangerous structure and have to be cordoned off from the rest of the churchyard?</li> <li>• Lack of repair funds could causes the church building to be officially declared at risk</li> <li>• Not being sustainable could put the church at risk of closure</li> </ul>

## **Appendix A: St Mary & St Michael's, Doddington**

### **Background Research Notes**

#### **General Information**

##### **LOCATION**

Rural location in farming village of Doddington, 3 miles from Wooler in far north of Northumberland, 13 miles south of Berwick-upon-Tweed. It is close to St Cuthbert's Way pilgrims' route.

<http://www.achurchnearyou.com/doddington-st-mary-st-michael/>

[http://en.wikipedia.org/wiki/Doddington,\\_Northumberland](http://en.wikipedia.org/wiki/Doddington,_Northumberland)

Doddington is in the ward of Wooler, Northumberland.

##### **POPULATION**

Doddington = 145 (2011 data)

Wooler = 4k000 (2011 data)

Northumberland County = 316k000 (2011 data)

<http://www.northumberland.gov.uk/default.aspx?page=15772>

##### **DEMOGRAPHIC PROFILE**

From the Northumberland Interim Sustainability Appraisal (dated December 2014) (accessible via <http://www.northumberland.gov.uk/default.aspx?page=3443>):

- Rising ageing population.

In mid-2013 Northumberland, 61% of the population was aged 16 to 64 compared with 64% in the North East region and England. Northumberland had a bigger proportion of persons aged 65 and over in the population than the North East region and a smaller proportion of persons aged 0 to 15 than the region.

Across Northumberland, between 2012 and 2031 there is projected to be a significant increase in those over 65.

- Declining working-age population. Alongside ageing population, core working-age population of 20 to 64 year olds is projected to decrease c. 180k-160k. Population of Doddington has declined since peak in 19thC.

'Northumberland has an average rank of 144 of the 326 local authorities in England. In comparison with other local authorities in the North East, Northumberland has the second lowest proportion of LSOAs in the most deprived 10% and the third highest proportion in the 10% least deprived. Northumberland has 16 LSOAs in the most deprived 10% (one more than in 2007)..... All of these are in the South East area of the county.' Doddington is in the north and the ward of Wooler does not suffer significant levels of deprivation.

## Community Information

### NEEDS

Maximise potential from heritage assets and develop the village as an attractive tourism destination

### OPPORTUNITIES

[http://northumberland-consult.limehouse.co.uk/portal/planning/core\\_strategy/csfd](http://northumberland-consult.limehouse.co.uk/portal/planning/core_strategy/csfd)

**On** heritage assets: 'heritage assets are an irreplaceable resource and the need to conserve them in a manner appropriate to their significance. Where enhancement of the heritage assets may be required but there are limited resources available, prioritisation will be given to assets that are considered characteristic of Northumberland, important within the context of its history, cultural development or landscape and/or unique to the area and Heritage at Risk'

- Extension to services along St Cuthbert's Way to create Glendale heritage project with churches at Chatton and Wooler. Overnight accommodation?  
<http://www.stcuthbertsway.net/>
- Seasonal services – Harvest, Christmas, Easter – to be extended into 'festivals' or community events.
- Links with Doddington Dairy? – local ice-cream/cheese producer  
<http://www.doddingtondairy.co.uk/>  
<http://www.doddingtoncheese.co.uk/>
- Develop heritage interpretation – around themes of e.g. pilgrimage, as well as local farming, sandstone quarry/coal mining history  
<http://communities.northumberland.gov.uk/Doddington.htm>  
<http://www.visionofbritain.org.uk/unit/10313430>

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>

Example 'Assessment of Significance' for St Nicholas' Chapel, King's Lynn: <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/>