CROSSING THE THRESHOLD

A STEP-BY-STEP GUIDE TO DEVELOPING YOUR PLACE OF WORSHIP FOR WIDER COMMUNITY USE AND MANAGING A SUCCESSFUL BUILDING PROJECT
STAGE 1: PREPARING THE GROUND

CHAPTER 1
DEVELOPING YOUR VISION
will help you develop your vision, after talking to your congregation and other current users of your church building and reassessing your building.

CHAPTER 2
UNDERTAKING A COMMUNITY AUDIT AND CONSULTING WITH THE COMMUNITY
explains how to consult with your local community to ensure that your project delivers something that will be valued and useful.

CHAPTER 3
DEVELOPING A TEAM AND ASSESSING YOUR SKILLS AND ABILITIES
will help you set up your team, making sure you have all the skills you need. It also highlights some of the areas where your policies will need to be agreed and recorded.

CHAPTER 4
GOVERNANCE – CHOOSING THE RIGHT ORGANISATIONAL STRUCTURE
will help you to decide on the right organisational structure for your project that allows you to do what you want to do and importantly to retain the right level of control over what happens within and to your church building.
STAGE 2: LOOKING AT YOUR OPTIONS

CHAPTER 5
DEVELOPING YOUR IDEAS – OPTIONS
APPRaisal, FEASIBILITY STUDY, ARCHITECT’S
BRIEF AND THE DESIGN STAGES
helps you to assess all the options and work out which
solution your Group feels provides the best solution and
is the most feasible. It also offers guidance on writing
Statements of Need and Significance and explains the
process of appointing an architect.

CHAPTER 6
BALANCING THE NEED FOR CHANGE
WITH HERITAGE AND LITURGICAL
CONSIDERATIONS – LEGALITIES AND
THE CHURCH PLANNING PROCESS
helps you to design your building project while taking
into account the heritage of your building and liturgical
requirements. It also explains the permission process.
STAGE 3: DELIVERING YOUR PROJECT

CHAPTER 7
PLANNING YOUR PROJECT
will help you develop a plan at the beginning of the project, and then keep it up to date as the project develops, so that you always feel in control.

CHAPTER 8
WRITING A BUSINESS PLAN
explains how to make a strong business case for your project which will help you to access financial support.

CHAPTER 9
ENSURING YOUR PROJECT IS SUSTAINABLE
takes you through all the elements of a project that you should consider to ensure your project is sustainable in the long term.

CHAPTER 10
RAISING THE FUNDS
will show you how to develop a fundraising strategy which is a written plan that details your funding objectives and how you are going to achieve them. Describes the different methods of raising money.

CHAPTER 11
IDENTIFYING THE RIGHT EXTERNAL FUNDERS
helps you identify the funders most likely to fund your particular project and how to manage the process of making applications.
CHAPTER 12
COMPLETING APPLICATIONS – SELLING YOUR PROJECT TO FUNDERS
explains how to complete application forms in the most effective manner.

CHAPTER 13
MANAGING PROJECT CASH FLOW
provides guidance on how to manage your cash flow while the building works are in progress and also once your new activities are up and running.

CHAPTER 14
MANAGING THE BUILDING WORKS ON SITE
Although, most of the activities described in this chapter will be carried out by your architect, it is important that you understand what is happening as ultimately it will be your responsibility.

CHAPTER 15
THE FINAL STAGES – CLAIMING MONEY, CELEBRATING, IMPACT AND EVALUATION
explains how to undertake an evaluation of your building project and what actions you can take to sustain the next stage of your project.

CHAPTER 16
FURTHER INFORMATION
Advice on where you can find more information on all aspects of developing a community project and managing a building project.
Evidence of Need

• Base your project on a proven need.
• Carry out consultation with the whole community – people and organisations.
• Talk to Stakeholders – at all levels who may be useful to your project.
• Build a case based on statistics – LA, Church House, web sites.
• Use existing research and consultations – CLP’s, Local Strategies, Neighbourhood Plans.
Ensure there is an effective secretariat

• Accurate minutes of every meeting – some funders will require to see these.

• Clearly defined actions, allocated to an actual person, that are followed up and reviewed at each meeting.

• Regular cycle of meetings – keep things moving – set these at the outset.
Set up ‘working’ groups.

• Involve as many people as you can – share the workload.
• Find new people who can usefully contribute to the project.
• Set terms of reference so the responsibilities are clear.
• Make sure there are clear lines of authority and communication.
• More than one group may be needed.
Find the right skills

• Don’t use the usual suspects – remember your community will have a wide range of skills.

• To define what skills you have and those you will need to find, carry out a skills audit.

• Cast the net as widely as possible – and have courage to do this.
Take your time over the architects brief.

- DO NOT go straight to an architect.
- Take the time to figure out how the church will be used and what you need the designs to deliver.
- Base the brief on what your consultation has told you – what is it people said they need and what does the church need?
- Check it with your consultees and then check it again with an objective 3rd party.
Think about sustainability.

- Not just about money but think about money – do some business planning!
- It’s what the funders will want to see.
- Great for focussing the mind on project development.
- Covers most elements you need to think about.
- Think about people – volunteers? Paid staff?
Legalities

• What are the legal requirements of your project?
• What do the funders want to see?
• Is a lease or license necessary – is this possible?
• Take legal advice – this may have a cost but it’s better to pay now than later when you are in a legal dispute.
• Funding agreements are legal contracts – you have to do what you said you were going to do!
Communication

• Keep telling the story – give regular updates.
• Use all types of media – websites – papers – radio - TV.
• Twitter, face book and other social media.
• Church buildings look fantastic on Instagram.
• Use your central communication team.
• Identify someone who can undertake press releases and media.
Governance

• How are you going to run your project after the capital works?
• What is the right structure for your project?
• Be inclusive – involve as many people as you can.
• Make sure everyone involved knows who retains overall responsibility.
• Do things need to change as the project develops? Be prepared to adjust.
Learn from others

• Go and visit other projects – best training tool there is.
• Talk to your local support organisations, such as Local Authority Regen Team, or local VCS support.
• Use existing resources, no need to reinvent the wheel.
• Read case studies.
Mission + Mortar

The Encounter Tool