Strategy
For Churches
2023-2026
Yours for good.
The Incorporated Church Building Society (ICBS) was established in 1818 to provide grant support to Anglican church buildings. Following the economic downturn of the 1930s and the destruction of the Second World War, the Historic Churches Preservation Trust (HCPT) took over the work of the ICBS in 1953 and was granted the patronage of Her Late Majesty Queen Elizabeth II.

In 2007 the National Churches Trust was formed to carry on the grant-giving work of the HCPT. As a new charity, we were also able to expand our remit to provide support and advice to churches as well as promote them through our tourism work. Today, we are the only UK-wide, multi-denominational charity that supports and promotes churches, chapels and meeting houses which are regularly open and in use. Over the last 15 years we have significantly grown our Friends scheme and established our reputation as a reliable partner.

We are more focussed than ever on the increasingly parlous state that church buildings find themselves in, following the global pandemic and one of the worst financial shocks for decades. Many churches are seeing ageing congregations and reducing income. However, there are also many church buildings that show what is possible with good maintenance, that have been adapted for new uses alongside traditional ones, and have become thriving centres, vital to their communities.

70 years on from the creation of the HCPT, our new strategy, For Churches, looks to 2030 and aims to set out how we will meet the challenges of the next few years.

What will not change is our resolve and determination to keep as many church buildings open as possible, in regular use and available to their local communities and those from near and far. Churches tell the unique stories of these islands, are places of calm and beauty, and provide part of the social glue that supports communities, giving hope in a challenging world.

Our strapline, Yours for good, shows that we believe they are a resource that matters for everyone, as well as regular church goers. They should be available for all to explore, enjoy, use and benefit from. Churches, chapels and meeting houses don’t belong to the National Churches Trust, they are there for you and me; for all of us.

Church buildings are used for a range of different purposes, and most people believe what happens in them is good and improves life. But our strapline goes further by showing that we are not just interested in them today, but we want them to survive, be valued, loved and relevant for tomorrow, for ever, for good; and the full stop at the end just underlines our resolve.

Sir Philip Rutnam Claire Walker
Chair Chief Executive

Throughout this document we use the word ‘church’ as shorthand for the whole range of places of Christian worship; whether an Anglican church, a Welsh chapel, a Quaker meeting house or a Catholic priory, all are encompassed by this term.
Our Strategy

For hundreds of years churches, chapels and meeting houses have provided support to the local communities in which they are rooted. Whether in large city centres, bustling market towns, quiet rural villages, or windswept coastal hamlets, church buildings provide a space for those seeking quiet reflection. They provide a warm welcome, a place to worship, somewhere to admire the nation’s history, and offer vital community services to those in need.

With the world reeling following a global pandemic, conflict and political change in Europe and the worst economic shock for decades, there has never been a more important time for the support that churches give. Following the decline of High Streets, and increasing climate and societal change, communities are seeking a positive future. Church buildings find themselves playing a significant role in placemaking, adapting to changing needs, and providing a whole range of support and services to their communities. Serving as ‘cool’ places as temperatures rise excessively in the summer, and ‘warm’ places to shield the needy as energy prices hit record levels, churches are there for all people at all times.

But just at this time of increased need for church buildings, many churches find themselves in a parlous state, with growing repair bills, leaking roofs, crumbling stonework and struggling to pay for the work needed to maintain a warm and weatherproof building. Despite a desire to keep their church building open and in good repair, a small band of willing volunteers often find that caring for a substantial heritage asset is beyond their abilities.

Some denominations are reassessing their church buildings, many churches find themselves in a parlous state, with growing repair bills, leaking roofs, crumbling stonework and struggling to pay for the work needed to maintain a warm and weatherproof building. Despite a desire to keep their church building open and in good repair, a small band of willing volunteers often find that caring for a substantial heritage asset is beyond their abilities.

Wonderful buildings

It is in this context that we are engaged in a strategy designed to help churches, volunteers and communities. The National Churches Trust wants to keep these amazing and wonderful buildings open and in use. We are looking at how, as a relatively small, but influential national charity, we can partner and collaborate with other key organisations, and play our part in helping churches UK-wide to become sustainable and viable.

Over the last four years our Building Resilience strategy has helped over 6,077 volunteers charged with maintaining and protecting church buildings to benefit from our experience, advice and support. We have shared our expertise and made 976 grants to church buildings needing help, enabling them to remain open and in use, with solid sustainable futures. Launched in our 70th anniversary year, our For Churches strategy will build on our impressive track record.

For Churches will guide our work from 2023-2026 but look even further ahead to 2030 and the needs of churches in the next decade. Focussing on three themes, our strategy aims to Build Up, Open Up and Speak Up for church buildings, chapels and meeting houses in all four countries of the UK.

Build Up

We will build up churches through funding vital maintenance, repairs and development, providing specialist advice, and establishing new resources to train and support the amazing individuals who give their time to look after church buildings.

Open Up

We will help churches to open up and become welcoming spaces where communities can be supported and served; churches can be seen as great places for worship and prayer, to visit and explore, and heritage can be experienced and recognised.

Speak Up

We will speak up on behalf of churches, helping those in positions of leadership and influence to see the unrivalled role churches play in supporting the well-being of the nation.

We will help spread best practice and ideas that work, learning from those churches which are sustainable, well maintained and focussed on meeting the varied needs of their local community, as well as welcoming visitors from further afield.

Continuing on our mission to keep the UK’s wonderful collection of church buildings well maintained, valued and in use, our vision is for a nation where church buildings across the UK are well maintained, open and in use, sustainable and valued. We will seek to be fully inclusive, finding new and more diverse audiences. We will build enthusiasm for church buildings, including through innovative use of technology to help buildings tell their story and come to life, stimulate interest, and communicate effectively.

We aim to ensure that the work we do makes a difference to churches, local congregations, volunteers, communities and the UK’s heritage sector. Working in partnership with others, we want to ensure that our wonderful historic church buildings are sustainable, open and thriving today, and tomorrow.

We want church buildings to provide food for the soul and be recognised as places of importance, accessible and welcoming to all those who need them, whatever their need might be.
Our vision is that church buildings across the UK are well maintained, open for everyone, sustainable and valued.

Our mission is to keep the UK’s wonderful collection of church buildings well maintained, valued and in use.

We will

Be straightforward in responding to others’ needs
Provide support that makes a difference
Join forces to achieve greater impact
Drive change that brings our vision closer

www.nationalchurchestrust.org
We want to ensure that church buildings are weatherproof, well maintained, and robust for the future.

We will do this by:
- Establishing a network of specialist local officers across the UK to provide support, encouragement, advice and access to additional services
- Positioning ourselves as a leading conduit and partner of choice for funding church buildings, consolidating and enhancing our excellent reputation
- Continuing to deliver many small grants for church building projects across the UK as well as looking at where we can have a greater involvement through larger grants
- Supporting churches to consider environmental improvements and ways of meeting national and local carbon neutral targets
- Supporting churches by developing new, engaging and accessible resources and training, bringing together the expertise of our partners and ourselves

Churches are well maintained, adaptable and in good repair

Churches, chapels and meeting houses have a unique place in local communities, whether in a city or town centre, or in a rural village or hamlet. They bring people together and provide the support and services that local people need. By being open and available for their local community, whether for regular prayer and worship or to offer a full range of community services, churches are part of the glue that makes a community stick together.

Churches are some of the most wonderful and historically important buildings in the UK, but with impressive heritage comes increased costs of care, preservation, and maintenance. Alongside repairs and restoration of failing roofs, crumbling stonework or damp foundations, is the need to be adaptable to meet modern needs and expectations, and to make churches truly sustainable and accessible to all.

To ensure that communities are supported and church buildings are well maintained, open and in use, the For Churches strategy will build upon the positive outcomes of our projects and partnerships to date, whilst striving to ensure that our grants and bespoke support can be accessed by church communities throughout the UK, particularly by those where our support could have the greatest impact.

To achieve this, we will:

A. Establish a network of specialist local officers across the UK

Treasure Ireland in Northern Ireland has demonstrated how, with secured funding from the National Lottery Heritage Fund, we can operate a combined support and grants package in partnership with other bodies, adding value to churches beyond funding.

It has been a success, in part thanks to the time and support of local partnerships nurtured by our Support Officer who is based within the province. That local person has also engaged with a high number of churches, helping bring them together and work collaboratively. We will:
- Seek further funding to replicate the package of support we have provided in Northern Ireland, initially creating three new specialist local officer posts in Scotland, Wales and the North-West of England. They will reach out to harder to reach churches, help churches earlier in their journeys through advice, training, and the award of small grants for early development work.
- Establish steering groups in areas where we intend to build our presence and set up sub-committees for localised governance. Delegate decision making for small development grants to the local officers.

B. Position ourselves as a leading conduit and partner of choice for funding church buildings

The entrustment of Wolfson Foundation, Pilgrim Trust, and Headley Trust funds, and the award of Heritage Stimulus Fund monies, as well as the ongoing and increased levels of funding from others, is testament to our well-regarded processes and knowledge of churches, and the evidence of need that we are able to present. We learned from our deployment of the Heritage Stimulus Fund how valuable awarding large grants and being the single and major partner in a project can be for the recipient, for relationship building and for providing support. Our experience is that projects incur delays and rising costs when our grant awards do not complete the remaining shortfall. We will:
- Position ourselves in order to be able to create and respond to future funding opportunities quickly, in terms of capacity, knowledge and projects that are deliverable.
- Look for ways to engage with churches earlier in the process and assist churches to manage their projects more effectively.
- Ensure more local networks are accessed and local knowledge, via the historic churches trusts and others, is used collaboratively to serve church volunteers and church buildings.
- Partner with others to increase our profile and make our services more accessible where we do not have a regional presence.
- Draw lessons from the Taylor Review pilots and work with others to ensure the best possible outcome for churches.
• Seek new opportunities to work with funding partners to distribute funds on behalf of others and be the passport to other funds for churches by using our well-regarded funding processes, further reducing the need for churches to submit multiple applications
• Be transparent about our funding and have current data to demonstrate our impact to funders, donors, stakeholders, and government
• Play a greater partnership role in some projects by awarding much larger grants
• In collaboration with others, help to develop flexible solutions that support new and emerging ownership models for churches

C. Continue to deliver many small grants for church building projects across the UK that bring impact and sustainability

By keeping the small, medium and large structure of the current grant programmes in place, we will continue to meet a spectrum of needs of churches across the UK. Our grant programmes should be accessible, respond to demonstrable needs, be relevant and demonstrate impact. We will:
• Continue to provide small grants for maintenance and medium grants for repair (and facilities) projects across the UK
• Balance the allocation of funding between programmes and award sizes to make the greatest impact with our funds and meet the range of needs of churches
• Refresh our application forms and assessment process to ensure that the programmes are as open and accessible as possible and reflect our organisational values
• Review the grants criteria and priorities to ensure applications and awards are in line with our vision and mission
• Revise how we measure the impact of our funding

D. Prioritise environmental improvements

With the huge increases we are currently experiencing in energy prices, the climate crisis and the negative impacts of changing weather upon our historic buildings, as well as the Church of England’s targets to be Net Zero by 2030 (and similar initiatives amongst other denominations) we have a responsibility to engage with environmental matters. Doing so will save churches money in the long term and ensure the future sustainability of church buildings. We will:
• Ensure the projects we support strive towards environmental improvements
• Support the best use and maintenance of existing buildings, seeking sustainability where possible
• Seek new funding opportunities and partnerships to be better placed to provide financial support to address changes

E. Resource churches and support volunteers

Many churches rely on a dwindling, ageing band of volunteers. Those who are younger may be cash rich, but time poor. Finding high-quality advice and learning new skills to manage a listed historic building effectively is a huge challenge. Clergy receive very little education in dealing with an historic asset during ordination training and looking for support and advice can be isolating and bewildering. Building on our expertise, we will extend both our subject range and our delivery methods to be the preferred provider and first port of call for training for churches and volunteers. Alongside this we will ensure resources can be easily found and accessed. Collaborating with partners we will:
• Establish dedicated resources for advice and support in managing, promoting and looking after church buildings, encouraging their use through promotion, explanation and representation in diverse channels
• Support online resources through a dedicated curriculum of training that builds knowledge and improves confidence
• Create a coordinated approach to training subjects, sessions, preparation, marketing, delivery and follow up, making it easy for churches and volunteers to benefit
• Offer a variety of ways to engage – online, face to face, films, consultation and online self-led training – in a virtual learning environment
• Use training to develop partnerships with other sector organisations and providers
Church buildings are sustainable, open and welcoming

Whether for quiet reflection, access to critical community services, a warm welcome, a place to worship or pray, or a space to explore, churches need to be open and available, loved and supported.

Churches, chapels and meeting houses are often seeing smaller congregations, reducing amounts of income, and fewer volunteers. For them to become and remain sustainable and successful, church buildings need to look at new ways of finding reliable incomes. They need to embrace visitors where possible and become destinations for the whole community to experience their beauty and wonder.

By being open every day, available to the local community, providing the vital services that are needed, and offering a warm welcome to visitors from near and far, churches can help ensure their sustainability and future.

To help ensure church buildings can open up with confidence and become better equipped to deal with visitors, the new strategy will work to support volunteers responsible for buildings. It will build on our tourism work and recognise the importance of spreading best practice and showing the value of open churches and the volunteers who make opening up possible.

To achieve this, we will:

F. Show the need for vibrant, locally centred churches and their importance to placemaking

Churches play a unique role in communities, often as the only building available to all. As High Streets decline and facilities in rural areas disappear, it has never been more important for churches to be open as they form a vital local resource. We will:

- Help churches to become vibrant spaces available and accessible to all, taking account of geography, capacity, local history, tourism links and volunteer interests
- Make it easy for churches and volunteers to identify the role they play in placemaking and how this can be further developed; and provide advice and resources to help them get there
- Use new technology solutions to help churches demonstrate their local impact by enabling them to calculate a local score, based on our House of Good methodology, and demonstrate why this is important

G. Create and develop a mutually beneficial church membership which supports churches and helps them to learn from each other

We will develop a close relationship with churches, chapels and meeting houses which join us as members. Through this we will better understand their needs and improve how we respond to the volunteers who care for them. We will:

- Have regular contact with local volunteers and understand and respond to changes in need when they happen
- Provide incentives for churches to be involved and choose to join us as members
- Represent churches with authority and authenticity to decision makers
- Support volunteers effectively, creating mutually supportive networks and sharing best practice with other members and partners
- Provide membership only areas of our website for enhanced content

H. Help churches to meet community needs, become beacons of hope in their communities and understand how to better serve visitors

While congregations and regular church going have declined, churches are increasingly visited and there is a growing interest in experiential tourism. We will:

- Help churches to audit their offering and
better understand what opportunities exist to increase visitor numbers, including connections with dedicated faith tourism and Destination Management Organisations, where available

• Enable churches to provide services and facilities that visitors seek and to take advantage of the opportunities brought by an increased number of visitors
• Provide advice and support, alongside dedicated training for volunteers in welcoming and visitor interaction, recognising the opportunities that exist locally
• Help churches to stay open by providing support and training for volunteers in promoting and interpreting buildings, raising funds and seeking donations
• Look for ways to encourage new and more diverse communities to engage with church buildings

I. Be the first place to discover brilliant churches to visit

Our national tourism projects, supported with funding from Visit England and the Welsh Government, have shown that our unique two-fold approach to encourage and support churches, whilst also promoting them to visitors and local people, means we can bridge the gap between churches and tourism and help volunteers not only to increase visitor numbers but also garner support and increase income. To support this work, we will:

• Create engaging content for the explore section of our website, including narrative storytelling and mapping, and use this to increase media coverage
• Partner with tourism organisations to promote visiting to a wider audience
• Engage with tourism projects (at and involving churches), offering consultation and advice as well as access to our training
• Tell the stories of churches that demonstrate their richness and make them interesting visitor attractions, including by offering unique experiences
• Provide a space where church enthusiasts can meet and share stories, images, films and other user-generated content

J. Recognise the value of church buildings and the volunteers who care for them through a programme of National Church Awards

We are very proud to honour churches and the people who care for them through a range of award schemes. Whether it’s great maintenance, a wonderful welcome, careful repair and conservation work, a superb volunteer team or installing vital new facilities; we want to shout about them. We will:

• Seek to increase the reach of all award categories, working with partners to ensure involvement grows in each of the four nations
• Continue to attract the support of partners, through grants and sponsorship
• Establish a high-profile final judging panel with a renowned Chair, supported by panels of experts in each category to ensure we are finding the best churches
• Use the opportunity to raise substantial sponsorship and fundraised income from a collective awards event to be reinvested in the support of churches
Church buildings are valued and supported

Churches are central to national and local history and are also vitally important in supporting local communities. Although congregations do much to keep church buildings open and in good repair, falling numbers of worshippers and financial pressures mean that to be successful and sustainable, churches need to be valued and supported by their wider communities, heritage organisations and government.

As the UK-wide charity supporting Christian churches of all denominations, we are uniquely placed to speak up for church buildings and to harness the public support that exists for them already. Our House of Good report has been recognised as a unique and vital approach to show the value of churches to the nation in terms of economics and wellbeing. To win hearts and minds and effect change will require a consistent and joined-up approach by us and others. By amplifying the voices of others and speaking up for churches, we will help ensure their sustainability by making the case for ongoing funding and support.

We want to see a positive and sustainable future for church buildings through the support of local communities, local and national governments, media, influencers and the general public. We will do this by:

- Putting research and other evidence-based data at the centre of our work to make a compelling case for the importance of church buildings to economic and social wellbeing, and to the spiritual life of the nation
- Speaking up on behalf of churches nationally and regionally, enhanced by the experience gained from those churches, chapels and meeting houses that join as church members
- Championing the case for church buildings through focussed external communications that showcase our skill and expertise in supporting churches
- Working with partners to establish a clear message about church buildings that is aimed at decision makers, politicians, public bodies and key not-for-profit organisations
- Mobilising our Friends membership and developing a network of influencers and leaders who understand the importance of churches and can speak positively about them

Speak Up

in detail

Developing evidence-based messaging that demonstrates the huge value that churches, chapels and meeting houses across the UK bring to the social wellbeing and spiritual life of the nation is vital to influence funders, government, and councils.

Public affairs, communications and research work, joined around a common goal, will create a compelling case for us and our partners. We will take a lead in creating a network across the heritage and faith sectors that will work with us to achieve consistent funding to maintain, support and develop the nation’s church buildings.

By joining with churches and representing them to a wider audience, we can campaign on their behalf with knowledge and understanding, seeking a secure future for as many church buildings as possible.

To achieve this, we will:

K. Put research and evidence-based data at the centre of our work

Over the last 12 years we have carried out a range of pioneering research from the 2010 National Churches Trust Survey through to The House of Good in 2020. This has helped to make the case for church buildings and to position us as an innovative organisation supporting church buildings. We will:

- Create a policy and research function to act as a focal point for this work and to demonstrate its importance to external partners
- Develop a programme of research to be carried out with our partners
- Carry out an annual State of Church Buildings survey using grantee churches and/or data provided by partners, and an opinion poll measuring public attitudes to church buildings
- Develop further relationships with academic partners in the religion, heritage and social research areas
- Agree a robust and deliberate measuring of impact that demonstrates the difference we make to churches

L. Speaking up on behalf of churches nationally and regionally, representing those churches in membership

Our dedicated church membership scheme provides us with opportunities to speak regionally and nationally, with knowledge enhanced by our members. We will:

- Use our church members to gather data and statistics to inform our research programme
- Better understand the priorities and challenges in managing historic buildings so these can be represented at a regional and national level
- Work with the historic churches trusts to understand regional difference and gain a better overall understanding of local need

M. Champion the case for church buildings through focussed external communications and campaigns

We have a proven track record of making headlines and successfully engaging with digital audiences. In a multi-channel media landscape and with finite resources, we need to make sure that all our communications deliver our messages to the right audiences efficiently and effectively. We will:

- Invest in increased use of digital communications and use it to reach a younger demographic, making historic church buildings relevant
- Demonstrate the relevance and importance of church buildings to every community across the UK
- Involve our Friends in communicating our case for church buildings by providing a bank of facts, resources, and assets that they can use locally
- Encourage the use of user-generated content to build a church community both in the UK and overseas, and attract attention to our cause
- Run a series of specific campaigns that encourage action, deliver strong messages and are linked to the promotion of our research findings
N. Work with partners to align around a common campaign to promote and speak up for church buildings

For many politicians and policy makers, churches are often perceived through the prism of faith and worship. Our task is to show just how important church buildings are in terms of heritage and social and economic good. Together with partners, we will:

- Develop a new church buildings manifesto including, speaking up for consistent UK-wide funding, and proper recognition of the role of volunteers
- Identify key Westminster Parliamentarians and meet with them and encourage them to speak up for church buildings. Work with places of worship forums in Scotland, Wales and Northern Ireland to lobby devolved governments
- Partner with others to create a public awareness campaign about the importance of church buildings, aimed at elected representatives in central and local government and key public bodies
- Strengthen our external relationships to share learning, build a consistent message about our work, and formulate key asks for church buildings
- Ensure we deploy a diverse selection of Vice-Presidents to spread our message

O. Mobilise our Friends and supporters to create a network of spokespeople and campaigners to speak positively about churches

Speaking up for church buildings means showing why they matter. It also means showing that our work, particularly our grants programme, has a positive impact on church buildings, local people and on the nation’s heritage. We will:

- Develop a range of impact measures for our grants programme, including county and regional data, allowing funders and others to better understand our UK-wide reach
- Build stronger relationships with historic churches trust to collectively speak up for churches locally and nationally
- Invite participation in a national campaign by our Friends, churches and supporters to show the importance of church buildings to the nation’s health and wellbeing

We think churches are brilliant places

Do you work or volunteer at your local church, chapel or meeting house?

Would you like to join a network of similar people across the country. You’ll be helped by us to share information, support each other and discover tips and specialist skills to care for and share your building.

Join the National Churches Trust as a Church Member or Church Member+

Churches are impressive, exciting and surprising. We want to keep them open and in use.

The National Churches Trust is the only national charity that supports churches, chapels and meeting houses across the whole of the UK to remain open, doing good work in their communities and offering a warm welcome to all who visit. We know you work hard to look after your church, and we want to help. We’ve been supporting churches for nearly 70 years and our team have a wealth of skills and experience.

We will:

- Understand the issues affecting your church so we can provide better support at the right time
- Represent your needs at a national level, campaigning for increased funding and more
- Create a network and share inspiration and best practice
- Provide advice, support, training and toolkits
- Include your church in engaging storytelling, PR, marketing campaigns and tourism promotion
- Raise funds to invest back into churches

To join today, or to find out more, visit www.nationalchurchestrust.org/church-membership or scan the QR code

St Gastyn, Llangasty, Powys