Interim Cherish Project Manager

Information Pack

Photo credit: Michael Church, Ceredigion, Wales © Ioan Said / National Churches Trust
Interim Cherish Project Manager

We are delighted to be able to provide you with this information pack that contains useful background detail for the recruitment of our Interim Cherish Project Manager at the National Churches Trust to oversee our Cherish project for the period of one year Cherish: Support for Scotland, Wales/Cymru and North West England | National Churches Trust.

This post is funded by the National Lottery Heritage Fund, and the Cherish project is delivered in partnership with the National Lottery Heritage Fund, thanks to National Lottery players.

Our work embraces some of the most wonderful places of worship across the UK. We want to see churches open and in use by their local communities. In partnership with the National Lottery Heritage Fund, we are delivering a three-year project (started summer 2023) to support capacity building and to improve the condition in places of worship across Scotland, Wales/Cymru and North West England (Cumbria, Greater Manchester and Lancashire).

Our current Cherish Project Manager will be acting up as Interim Director of Church Engagement to cover a maternity leave within the organisation, hence this interim one-year role being advertised.

As Interim Project Manager, you’ll be responsible for overseeing project delivery, managing the relationship with the National Lottery Heritage Fund, project reporting and making payment claims. You’ll lead on project evaluation, in partnership with our evaluation consultants Tricolor, in order to map the project outcomes and share lessons learnt and best practice.

You will be line managing the three Cherish Support Officers (based in Scotland, Wales/Cymru and North West England) and ensuring activities are run, resources produced, and project targets are met. You will support them with grant applications and assessments, training, sector events as necessary. You will help raise the profile of maintenance, support church visitor and open church initiatives, write content for the website and advocate the wider work of the National Churches Trust.

We are looking for someone responsive, friendly and professional. You should be organised with a keen eye for detail, be positive and upbeat, and have excellent written and spoken English. We also want you to feel confident about managing a busy workload against deadlines.

This is an excellent opportunity to contribute to the future of the nation’s amazing church buildings. You should have a keen interest in heritage, conservation, architecture, community, or church buildings, and understand the value that they bring to the history of the UK and
local communities. We expect that the Project Manager will have experience in project management and working with grant funded projects; National Lottery Heritage Fund Project experience would be an advantage.

**Recruitment Pack**

Enclosed are some documents that aim to build your knowledge of our organisation and help you to decide if this is a place you would like to make a difference and grow your career. You will find:

- A Job description, person specification and organogram of the organisation
- Grants programme information leaflet
- Our Strategy: For Churches, which runs from 2023-2026

Also do visit our website: https://www.nationalchurchestrust.org, where you can find our most recent Annual Review and learn more about our work.

If you are a talented, detail-oriented individual who can work accurately and efficiently and are looking to start or extend a career in church buildings, then please do apply. The National Churches Trust is committed to encouraging equality, diversity and inclusion amongst its trustees, staff, volunteers and people we support.

**How to apply**

Please provide a covering letter explaining how you meet the requirements of the job and match the person specification. Please send this together with your current CV by email to Rosalinde de BestAllott, Rosalinde.Debest@nationalchurchestrust.org

If you have any communication or access needs, then please do let us know in advance of applying or attending for interview.

If you have any questions about the role, please contact Beatrice Prosser-Snelling, Cherish Project Manager/Interim Director of Church Engagement on 020 7227 1932 or Beatrice.prosser@nationalchurchestrust.org

Thank you for your interest in our work; we look forward to receiving your application soon.

**Final closing date:** 5pm, Monday 18 March 2024

**Interview dates:** Week commencing 25 March 2024

**Where:** The interviews will take place in person in London

**Start date:** May 2024
Interim Cherish Project Manager

Salary: £38,850 per annum

Duration: One Year (Fixed Term, maternity cover)

Hours of Work: Full time (35-hour week)

Terms and Conditions: 3 months probationary period, 25 days paid holiday per year. Pension in line with auto enrolment

Location: Optional home or office based with travel throughout the country and to the National Churches Trust offices in Westminster, London

Reports to: Interim Director of Church Engagement

This post is funded by the National Lottery Heritage Fund

Introduction

We want to keep churches open and in use.

Churches, chapels and meeting houses are impressive, exciting and surprising places. Whether seeking quiet reflection, access to critical community services, a warm welcome, a place to worship, or a space to explore, we believe they should be loved and supported. Available to all.

Working together with churches across all four nations, we help to maintain these wonderful historic buildings and keep them thriving today, and tomorrow.

Places of worship are an integral part of the UK’s heritage and play a vital part in building and sustaining local communities, bringing local people together. The National Churches Trust is here to help them address the challenges and opportunities they face. The charity, founded in 2007, is the successor to the Historic Churches Preservation Trust (HCPT), created in 1953.

Our vision is for a nation where 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.
Between 2019 and 2023 the charity helped over 6,077 volunteers, charged with maintaining and protecting church buildings, to benefit from our experience, advice and support. In that time, 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 builds 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.

In January this year we published our six point plan, **Every Church Counts** – a blueprint for how churches can be saved for the future. With hundreds of churches facing closure, a national plan is urgently needed to help secure their future. We are calling on the UK Government, heritage organisations and Christian denominations to work together to tackle the UK’s single biggest heritage challenge.

Our plan is the starting point for a national conversation on the future of church buildings. You can find out more here: [https://www.nationalchurchestrust.org/everychurchcounts](https://www.nationalchurchestrust.org/everychurchcounts)

**Background**

In partnership with the National Lottery Heritage Fund we are delivering the **Cherish** project to support capacity building and condition in places of worship across Scotland, Wales and North-West England (Greater Manchester, Cumbria and Lancashire). At the core of each **Cherish** place is a grants programme for proactive repairs and maintenance, and project development. The project will deliver training and mentoring, tourism trails, and online guides to address skills and capacity issues. Regular training events will be offered covering topics such as managing a capital project, writing funding bids, improving maintenance skills and systems, producing interpretation and promoting tourism.

**Job description**

This Project Manager role sits within our existing Church Engagement team, which offers support and advice to churches and their volunteers across the United Kingdom and administers high quality grant programmes that meet the strategic objectives of the organisation allocating in the region of £1.5 million each year.

The Interim **Cherish** Project Manager will lead on the delivery of our £1.9 million National Lottery Heritage Fund **Cherish** project. This project, started in June 2023, builds on the example of our existing National Lottery Heritage Fund funded project in Northern Ireland, Treasure Ireland, and on existing partnerships and projects in Scotland, Wales/Cymru and North West England. The Project Manager will be responsible for overseeing project delivery, for line managing the three officers and ensuring the activities are run, targets are met, lessons learnt are shared, and reports and payment requests are submitted on time. They will support with assessment, training and sector events as necessary and contribute to the overall aims of supporting churches with building and project enquiries and helping them on their development journey, raising the profile of maintenance, supporting church tourism and open church initiatives, writing content for the website and advocating the wider work of the National Churches Trust.
The Project Manager will maintain and oversee grants processes, co-ordinating the recommendations from the officers for grant funding, and co-ordinating with the Church Engagement Team before seeking sign off by the Grants Committee. They will be responsible for ensuring the effective and consistent administration, assessment, recommendations and monitoring of the Cherish grants programme, and for monitoring its impacts.

They will be responsible for line managing three Cherish Support Officers. Whilst the officers will lead on grants in their areas/countries, support, advice and training, the Project Manager should be able and willing to do so as required, including grants assessment. They will ensure the officers share skills and experiences between them so that they are not duplicating work and that they implement best practice.

With an oversight of three of our countries/areas of work, the Project Manager will be responsible for presenting about our project to national bodies on the work and progress of the wider project. In addition, they will use this oversight of the areas to identify key issues and solutions to work on in collaboration with the wider Church Engagement Team. Together they will share good practice and ensure that the team is delivering up to date advice, and services that are effective and relevant to churches and volunteers across the UK. They will be responsible for outlining content to feature in short videos and will be the main point of contact for the videographer, photographer, the National Lottery Heritage Fund and National Churches Trust’s project evaluators, Tricolor.

This is a key role which provides a tremendous opportunity to be part of our exciting and innovative church support work. You will be part of a small but growing team in a well-established national charity at an exciting time for the charity. This is a homeworking position, but we’d encourage you to come and work in the London office at least once a month. The work will be carried out in conjunction with the Interim Director of Church Engagement. Direct line management will be by the Interim Director of Church Engagement, usually via Teams.

**Key Internal relationships:**

- Interim Director of Church Engagement, Cherish Support Officers, Church Engagement Team, Communications Manager, Head of Finance

**Key external relationships:**

- Grants Committee, Steering Groups, Church Forums, National Lottery Heritage Fund, Heritage bodies, local church trusts, denominations, governing bodies, funders
Key tasks:

1. Oversee three *Cherish* grants programme for churches in the project places and ensure the officers are clear on what they need to achieve. Contribute to National Churches Trust large grants assessments in the *Cherish* areas.

2. Manage the contract and the relationship with the external evaluators, Tricolor, and ensure data collection is timely, plentiful and accurate. Ensure that the key lessons learned are captured and shared with the National Churches Trust, the Heritage Fund, Strategic Partners and the wider sector on an ongoing basis to inform future strategy and ways of working.

3. Lead on quarterly reporting and payment claims to the National Lottery Heritage Fund and contact with the project monitor.

4. Lead on collating data and feedback generated by the project, including training and grants, and ensure that information is used to update funders, promote the benefits of the National Churches Trust’s work, promote the benefits of church buildings, to build on opportunities and to inform future decision making.

5. Remotely line manage three *Cherish* Support Officers and ensure KPIs are being met individually and of the project.

6. Be our main point of contact for the project. Present on the project at a national level as required.

7. Prepare materials and documentation for grants committee meetings and be the link between the project and our Committee and contribute to papers for Trustees.

8. Be able to market and explain the project to a range of stakeholders and across a range of communication channels; provide support and advice to churches; assess grant applications and follow up administration as required.

9. Consider feedback from grantee churches and unsuccessful applicants and make recommendations to the Interim Director of Church Engagement about the process of review and development of the grants programmes.

10. Deliver on post-grant monitoring and ensure grantee church visits are undertaken (usually by *Cherish* Support Officers) on completion of works to maintain the relationship between the church and the National Churches Trust and to collect and collate information and data for outcome monitoring and impact measurement. Ensure visits are used to collect images and material for use on our website and social media, and to support marketing campaigns.
11. Make occasional church visits yourself to keep up to date with project delivery on the
ground and use the opportunity to gather marketing collateral eg photographs, films,
interviews with volunteers

12. Support and consult with local organisations and project partners as agreed. Ensure the
Cherish Team records and tracks information and contacts on our systems including Donorfy,
Benefactor and Teams.

13. Contribute to steering group and forum meetings for sector representatives and action.

14. Organise regular meetings with the three Cherish Support Officers and ensure that best
practice and materials are shared and disseminated.

15. Develop a mentoring programme.

16. Analyse and collate feedback from training sessions and grantees.

17. Co-ordinate any mailings and surveys.

18. Ensure project information is on the National Churches Trust website and is up to date and
that materials produced are uploaded.

19. Lead on Welsh translation and work to promote bilingualism and Welsh language and
culture across all of National Churches Trust output, in partnership with the Cherish Support
Officer for Wales/Cymru.

20. Work with colleagues to promote best practice maintenance; visitor and tourism
opportunities and the benefits of an open and welcoming church. Ensure churches are added
to our ‘Explore Churches’ map on our website.

21. Work with colleagues to publicise all aspects of the project including grant awards and
identify case studies for press releases or photo opportunities, contribute to newsletters.
Support the video and photography work.

22. Ensure that the charity’s church support policies are communicated effectively and
explained clearly on the website, on printed materials and within the team.

23. Support the wider Church Engagement Team in staying up to date on the latest issues,
challenges and opportunities for churches. Identify where new guidance is necessary.

24. Any other responsibilities as may be deemed fit by the Interim Director of Church
Engagement or Chief Executive.
Person specification

Qualifications:

• Educated to degree level or equivalent qualification/experience
• A qualification relevant to the heritage sector would be desirable

Skills and Experience – essential:

• Experience of project management
• Experience of grant and/or contract management
• Experience of contributing to the monitoring and evaluation of project outcomes
• Experience of line management
• A self-starter able to work both on their own initiative and as part of a team
• Excellent presentation and interpersonal skills and the ability to communicate confidently, effectively and persuasively, both orally and in writing
• Report writing experience
• Ability to read and analyse figures
• Excellent organisational and administrative skills
• Good attention to detail, and accuracy with the ability to prioritise and work under pressure to meet deadlines
• Excellent IT and online skills
• Experience of relationship building and negotiation with a wide range of stakeholders
• Reliability and honesty
• Willingness to travel

Skills and Experience – desirable:

• Experience of fundraising
• Experience of arranging events, including online
• Experience of working with spreadsheets, databases & CRMs, including Excel, Donorfy and Benefactor (or equivalents)
• An interest in places of worship and an understanding of different Christian denominations
• An interest in heritage issues and knowledge of historic buildings
• An understanding of the principles and responsibilities of data protection and data management
• Experience of evaluation and being involved in projects funded by the Heritage Fund

Enthusiasm for the work and strategy of the National Churches Trust is an important element of the job.

**Further information**

This is a full-time post, and the basic hours are 35 per week. You may be required to work some evenings and weekends, eg to attend meetings or events. Optional home or office based with travel throughout the country as well as to the National Churches Trust offices in Westminster, London once a month.

It should be borne in mind that the National Churches Trust comprises a small staff, and you should be prepared to work as part of that team to ensure the delivery of the organisation’s operations and objectives.

The charity operates a group personal pension scheme and pays ten per cent employer’s contribution for all eligible employees.

The annual leave entitlement is 25 days, in addition to relevant national public holidays. Other general terms and conditions are set out in the staff handbook which is issued to all employees on appointment.

As a member of staff you will have access to our employee benefits programme, managed by HSF, which offers a health plan, access to counselling and legal support, and a discount programme for benefits such as gym membership and personal accident cover. You will also have access to free communications events and resources through our Charity Comms membership.
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
Chair
Claire Walker
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.
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, considering which are viable and in use. We are looking at how, as a relatively small, well maintained and focussed on meeting the varied needs of their local community, as well as welcoming visitors from further afield.

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 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
Build Up

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.

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

Build Up in detail

The provision of grants and support to churches as a core function of our work is vital. Evidence shows that our grants programme remains necessary and is highly valued by churches and the sector, as well as being an integral part of our engagement with them.

It is also clear that there continues to be a need for support, with 64% of congregations saying they were worried or extremely worried about the condition of their building, and just over half rating the current condition of their buildings as 'Fair', or worse.

Our grants+ approach (financial grants alongside wrap-around support) has led to success in national funding bids to run projects such as Treasure Ireland in Northern Ireland. It has also seen the inclusion of substantial Wolfson Foundation funds into the grants budget and has helped secure government Heritage Stimulus Fund money following a competitive application process.

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 offices

- 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

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
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.

We want to ensure churches are open, providing what is needed locally, and welcoming visitors from further afield. We will do this by:

- Carrying out research that helps show the need for vibrant, locally centred churches, demonstrates the part churches play in placemaking, and the difference they make.
- Supporting churches through a dedicated church membership scheme that helps them to access high-quality training, chances to learn from best practice through sharing, and representation on a national and regional basis.
- Enabling churches to be open, welcoming and attractive to visitors, while meeting community needs and being beacons of hope in their communities.
- Promoting churches as great places to visit, spend time in and support, whether it is to admire historic assets, drink in their beauty, seek quiet calm, or to support good works.
- Recognising the immense role of volunteers through a dedicated awards programme to tell the stories of churches that are exemplars in maintenance, tourism or volunteer management.

Evidence shows that despite a general decline in the number of people attending for worship, churches and sacred places enjoy growing interest among local people and visitors. The growth in heritage tourism and changes in attitude to travel, including staycations, increased localisation and a desire for more sustainability and reduced carbon footprints, also bring opportunities.

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:

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**Encouraging and enabling churches to be open, telling their stories and promoting their activities is a core element of our wider support for volunteers.**

The Churches, Covid-19 and Communities report (churchesandcovid.org) found that ‘75% of the general public would have wanted to use churches for quiet reflection and comfort during lockdown, while 68% wanted a peaceful, safe space.’

Evidence shows that despite a general decline in the number of people attending for worship, churches and sacred places enjoy growing interest among local people and visitors. The growth in heritage tourism and changes in attitude to travel, including staycations, increased localisation and a desire for more sustainability and reduced carbon footprints, also bring opportunities.

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:

- 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.

**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:

- Help churches audit their offering and how to better serve visitors.
- Provide 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.
- 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 vital approach to show the value of churches to the nation in terms of economics and social wellbeing, and to the spiritual life of the nation.

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

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 trusts 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
Grants

Funding for church maintenance, repair and development projects

Yours for good.
Grants in 2024

The National Churches Trust helps to keep the UK’s churches, chapels and meeting houses open and in use. Since we were founded in 2007 we have awarded over 3,000 grants and distributed £28 million in funding. In 2024 we continue to support you with funding for maintenance, repair, project development and the installation of kitchens and toilets.

Small Grants

Help for urgent maintenance

The Small Grants programme funds urgent maintenance and high priority small repairs, as well as small investigative works and surveys.

Small Grants are usually between £500 and £5,000. Decisions are made every two months.

nationalchurchestrust.org/smallgrants

Medium Grants

The Medium Grants programme funds essential maintenance and repair projects costing between £20,000 and £80,000. Medium grants can also help churches in developing projects, for example by funding feasibility studies or investigative work.

Medium Grants are usually between £3,000 and £10,000. There are three decision rounds a year.

nationalchurchestrust.org/mediumgrants

Large Grants

The Large Grants programme funds large repair projects, such as roof works, costing more than £80,000, or kitchen and accessible toilet projects costing more than £30,000 – ideal if you are hoping to improve your church’s accessibility or ability to host events.

Large Grants are usually between £10,000 and £50,000 but we may also make some smaller awards. There are three decision rounds a year.

nationalchurchestrust.org/largegrants

All applications must be made online. To find out more, including eligibility criteria, deadline dates and how to apply, visit: nationalchurchestrust.org/grants or email: grants@nationalchurchestrust.org

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