



PROJECT SUPPORT PACK

By: Care for Churches

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Introduction to Project Support Pack

We are excited to present the Project Support Pack, a simple resource designed to assist you in successfully managing your church building project from the start. This guide provides step-by-step checklist instructions, templates, and online resources to help you begin and streamline the project management process.

Embarking on a church building project can be challenging, requiring careful planning and effective communication. The Project Support Pack supports with this process by offering ready-to-use templates for project planning, budgeting, and communication. These templates will help you stay organised and on track throughout the project. Online tools for supporting your project have also been indicated if further support is required.

Additionally, the support pack provides interactive links to reputable online resources. These resources offer valuable insights to inform your decision-making and ensure a successful project outcome. There is a vast range of help online- for more detail and information please see:

www.churchofengland.org/resources/churchcare/making-changes-your-building-and-churchyard

[Buildings & Churchyards - Diocese of Norwich](#)

[Seven videos creating the Volunteers' Project and Resources Toolkit \(created by the Diocese of Lincoln\) that cover a range of topics that aim to support and help you with many aspects of historic church buildings.](#)

Whether you are a church leader, project manager, or part of the PCC, the Church Building Project Support Pack is a valuable tool to help you achieve your project goals. It provides the necessary resources and guidance to overcome challenges and bring your vision to life.

Appendix



1. Process Map: Where to Begin
2. Charitable Grants for Churches List
3. Statement of Significance and Statement of Needs Guidance: Church Care
4. CBC-Statements of Significance and Needs Presentation
5. Faculty Flow Chart
6. List A and B guidance
7. RIBA Plan of Work Stages
8. Haveringland Statement of Significance and Need February 24
9. Crossing the Threshold: A step-by-step guide to developing your place of worship for wider community use and managing a successful building project
10. List of Quinquennial Inspectors
11. Cornerstone Project Pack

Templates

1. Checklist
2. Project Funding
3. CCB Statements of significance and needs Template



Parish Support Team

The following link will take you to a directory of staff at the whole Parish Support Team, with a brief description of what the different teams can offer parishes and all their contact details. We hope this helps you find the contacts and support you need.

[Parish Support Team - Diocese of Norwich](#)

Contact Details: HCBSO

Please contact the Historic Church Building Support Officers (HCBSO):

[*hcbso@dioceseofnorwich.org*](mailto:hcbso@dioceseofnorwich.org)



Frances Jackson

frances.jackson@dioceseofnorwich.org

01603 882336

Frances provides support and advice to parishes, organises training, and helps coordinate the Church Buildings Ambassador scheme. The role is part funded by Historic England, and Frances works with them on the Heritage at Risk register in our Diocese.



Anna Venn-Moncur

Anna.venn-moncur@dioceseofnorwich.org

01603 882344

Anna role-shares with Frances, helping to provide support and advice to parishes. She is also currently studying for a master in architecture and has experience working in the architecture industry. Her role is part funded by Historic England.

Faculties and Permissions

Aside from maintenance and some minor repairs, most works to churches require some form of permission. We hope that the following pages on our website may help guide you through any permissions you may need for work to your church, and the processes involved:

[List A, List B and Additional Matter application process - Diocese of Norwich](#)

Including links to the full list of works which fall under List A (not requiring any permission subject to certain conditions) and B (requiring permission but not a full faculty), examples of what information might be required for different sorts of applications/works, and how to apply via the Online Faculty System (OFS).

List A	List B
Standard Maintenance	Repairs and investigations that cause damage to existing fabric
Simple tree maintenance	Introduction of accessible support
The repair of woodwork, metalwork and movables – under conditions	Like for like replacements

Please see appendix List A and B for clarification of details and conditions.

[Faculty application process - Diocese of Norwich \(Duration 3 months plus\)](#)

Information regarding the process of applying for a faculty, links to the Online Faculty System (OFS), user manuals for the OFS, and contact details for when you need help!

The flowchart (Appendix) might help you and other parishes visualise the various steps in the Faculty process. The steps coloured green are the core steps in every application.

[Faculty supporting documents - Diocese of Norwich](#)

This page relates to the supporting documents required to be submitted as part of a valid faculty application, at the informal (pre-application) and formal (statutory) advice stages. For example, the technical details required at different stages, and information on Statements of Significance and Need.

[Planning permission - Diocese of Norwich](#)

The Church of England is exempt from certain provisions of the planning acts, including the need to apply for listed building consent, for ecclesiastical buildings.

However, there are still some cases where civil planning permission will be required in addition to a faculty such as adding an extension to a church building, demolition of all or part of an existing building, and works materially affecting the external appearance of a church or its environs.

For advice about whether planning permission may be required in addition to a faculty, please consult the [DAC Secretary](#) and/or the [Diocesan Registrar](#), or the relevant local authority planning department.

Checklist

Please follow the checklist below in order to ensure you cover all aspects of the project before beginning. We have allowed extra spaces for your own 'to do' items.

Tick	Date	To Do
		What you want/need to achieve. Develop your vision. Set the end goal. Be brave!
		Discuss with PCC. Confirm end goal and create a PCC resolution.
		Contact Architect for advice and specification
		Gather 2/3 different quotes that cover the works you want to achieve (a good way of assessing labour costs).
		Consider gathering alternative quotes that only cover small specific areas of work.
		Apply for Faculty or permission.
		Start to create a document (Project file) with all the relevant information needed to take the project forward including:
		<ul style="list-style-type: none"> • Introduction to project
		<ul style="list-style-type: none"> • Statement of Need
		<ul style="list-style-type: none"> • Statement of Significance
		<ul style="list-style-type: none"> • Evidence that the work is required, pictures, quotes, facts, etc
		<ul style="list-style-type: none"> • Address book: Contact details for all parties involved.
		<ul style="list-style-type: none"> • Costs from quotes (money you are looking for)
		Look at grant funders list and create a list in order of who to approach
		Raise the Funds
		Create a management plan and timeline

Setting up

[Making changes to your building and churchyard | The Church of England](#)

Stage 1: Prepare the Project

Develop your vision

Talk to your community

Get a Project Group Together

Organise yourselves- create a project file

Contact your support officers

Stage 2: look at your options

Understand your church and your needs

Talk to your DAC About Permissions

Develop your idea

Assess potential sources of funding that are suitable for your project

Is your project sustainable?

Appoint an Architect or surveyor

Work with your Architects and design team

Get advice from Church Ambassadors who have done this before

Stage 3: deliver your project

Plan your building Project

Keep everyone informed

Write your business plan/funding plan

Fill in applications

Gather funds

Organise cash flow

Get builders on site

Identifying Funding and Applications

Grant funding often plays an important role in fundraising for a church repair or facilities project, but how do you go about searching for sources of grant funding and making sure you are ready to apply? Here are some basic tips to get you started.

Are you ready to apply for grants?

Often it can be tempting to start applying for grants as soon as you have a project in mind or know some work needs doing. In a few cases, where there is a simple project, a clear need, and a reasonably sure source of funding this might be fine. But here are some things you should normally consider before applying to funders to check you are ready:

- Have you considered how much money you can raise in total, from grant funders or other sources? Most grant funders will only fund a small percentage of your overall project cost, so an application to a single grant funder will need to be part of a funding strategy or budget that shows what your other sources of funding might be.
- Do you have an up-to-date Quinquennial Inspection Report, or alternatively a supplementary or interim report from your architect/surveyor? Some grant funders will require this in order to assess the need for the proposed work.
- At the time you apply, most grant funders will need an up-to-date quote for the work, and some will require you to have gone to tender and sought two or three quotes for the work. Your architect/surveyor can normally guide you through this tender process.
- What should you look for in a quote? The tendering process is not just about the price. You should also consider: Quality of the proposal or service, experience, qualifications and resources of the professional adviser, communication skills, and an understanding of your needs.
- Some works require additional surveys or investigations, such as asbestos surveys, bat or other wildlife surveys. If required, these may need to be completed before applying for grants and be up to date. You may also need specific licenses/permits to carry out work, particularly in the case of bats.
- Do you have the necessary permissions in place, such as a faculty and planning permission (if required)? See the [Faculties](#) area of our website.
- Do you have support from the wider community, and as much evidence for this as possible? Evidence might include: details of past events and activities, references to social media or other places where events are advertised, letters of support, the results of a survey or comments in a visitors' book.

Identifying sources of grant funding:

The following page on the Diocese of Norwich website links to the 'Church Grants' online funding search that all parishes can access. The page also has a link to the 'Parish Resources' website which has funding guides and lists of possible funders for different types of work.

[Grants and Funds from external organisations](#)

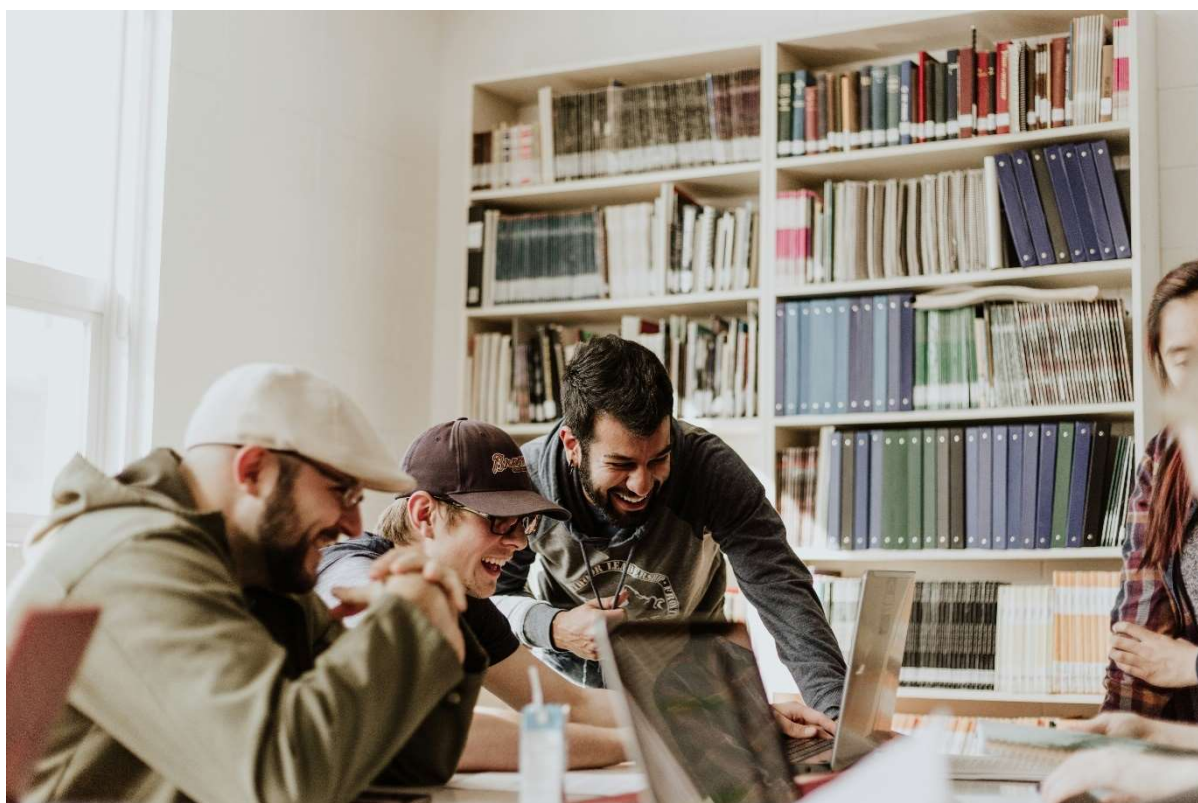
These are useful tools for finding funders who might give to churches, but in all cases, you should check the up-to-date information and eligibility criteria directly with the individual funder. Pay attention to the funders' preferences in terms of how your information is submitted, whether they like to be contacted with enquiries, and at what stage in your fundraising you should apply to them. Funders will often publicise projects they have previously funded, which can help you get an idea of the type of work they support.

Information and resources:

[How to fund the things you wish to do](#) - a useful short video produced by the Diocese of Lincoln about applying for grant funding.

[Fundraising in rural parishes](#) - produced by Ecclesiastical, this guide offers fundraising guidance and tips for small rural parishes.

[Funding - Parish Resources Parish Resources](#) - Produced by the Church of England offering support for funding.



The Generous Giving Team:

One of the initial steps you need to take in your church when you start a project is to ensure that you have all the mechanisms in place to ensure that everyone is able to support your project financially.

There are several different methods of giving to consider. Some resources provide multi benefits.

For example, using The Parish Giving Scheme ([PGS](#)) provides a vehicle for accepting regular donations as well as taking one off donations. PGS provide you with a QR code which you can display in your church and use on all your printed publicity. All donations through PGS come straight back into your parish's bank account with any Gift Aid attributable to the donation included.

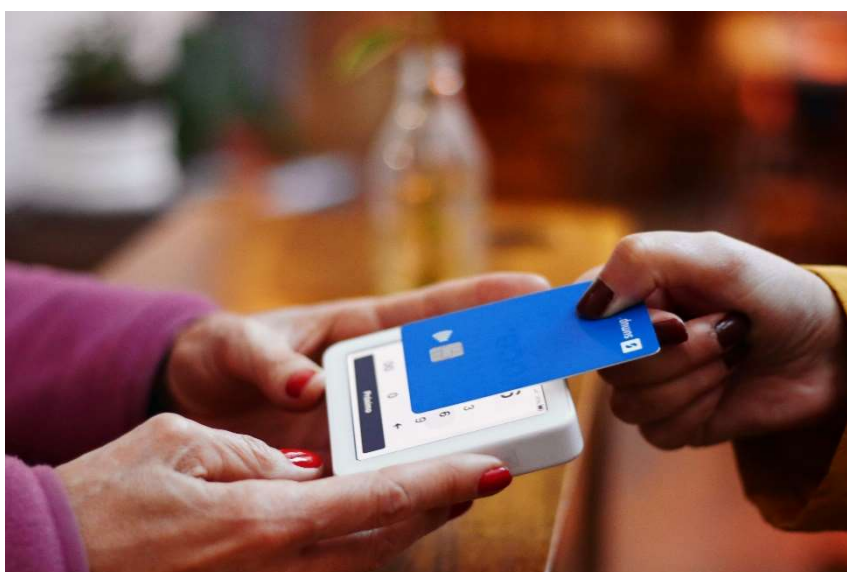
Are you providing contactless giving via a donations machine in your church? As we move increasingly towards a cashless society it is important to provide another means for people to give to support your fund raising.

Online giving is another avenue that people may use to give to support your project. Have you put the giving links on your website? Again, you can use the PGS resource to provide this link.

The PGS resource also has a community leaflet which can be edited to ask for support for your project and support for general church finances. Again, PGS handle the gift, and any Gift Aid attributable.

The Generous Giving Team are here to support you in setting up all of these giving mechanisms. You can find their details here: [Parish Support Team - Diocese of Norwich](#)

Finally, The Church of England has developed a platform to help you navigate through all the funding streams and Grant making bodies: Cornerstone. See Appendix 11.



Creating a project file, and building a case for support

We would suggest you create a project file which contains all the relevant information regarding your project such as your funding plan, reports or specifications from your architect, contractor's quotes, evidence of support, statements of need and significance if required for the Faculty process, and anything else relating to the project.

From this you can develop a key 'outward facing' document to support funding applications and tell people about your project, your Case for Support. By compiling this information in one place you can avoid composing responses repeatedly for different applications asking similar questions. You can then adapt the case for support for different applications/audiences.

Below is a format you could use to help you develop a case for support.

Introduction/ Executive summary

- This should be a two or three sentence headline summary – easy to understand and getting attention.
- Although brief, it should enable your reader to know what the project is about.
- Include the cost. You can state the total project cost but update it as you go along to say how much you have already raised and what is left to go.

**Depending on the focus of the grant funder you are applying to, or of your specific church, the 'church building' and the 'church use/what we do' sections can be swapped round.*

The church (building and churchyard/setting)

- The location and setting of the church, for example the size of the town or village, where the church is located, whether it is surrounded by houses or fields, important views of the church/its place in the landscape, a description of the churchyard.
- Brief description of the church building as a whole (a guidebook introduction or the historical summary in your Quinquennial Inspection Report are useful for this but will probably need to be shortened)
- A more detailed description/focus on the area that is being repaired/improved.

Current use of the church/'what we do'

You could include:

- Your regular services, and special services such as Christmas, Harvest Festival, others.
- Whether the church is open during the week for visitors, private prayer, quiet space etc. Include things like notes in the visitor's book that show this is appreciated.
- Any other activities that happen at the church/churchyard such as school visits, concerts, coffee mornings, working/gardening parties etc.
- You could include events that happen elsewhere but relate directly to the church community, for example if you hold an activity or fundraising event for your church locally but not in the church building itself.
- The value of the church to the worshipping and non-worshipping local community, quoting any evidence of this if possible.

- Try and paint a picture of the ‘living church’. If you are a small rural church and your activities seem modest don’t worry – even simple things can be very important to people and it all helps, even if it is simply a positive comment from someone in a visitors’ book.

For some funders who focus on community benefit you can expand/focus on this area. Use photographs.

A description of the project for which you are seeking funding

- What needs to happen, what is proposed?
- Why? What is the urgency/need for the repair, and what is the evidence for this?

This information can be drawn from your Quinquennial Inspection report and the priority the proposed works have been given in it, any other reports or information from your architect, some funders will also accept photographs of the area that needs repair or reports from a contractor/specialist.

Costs

- Show how you have arrived at your costs, so that grant funders know they are as realistic and accurate as possible rather than a wild guess. Who have you taken advice from?
- If you have been out to tender - Break down to contractor, professional fees, VAT. Say that costs are based on tender received – give date.
- Funds obtained so far – outline what money you have secured so far from different sources, and what your shortfall is. Some funders may ask how you intend to cover the shortfall so you might list other grant funders you intend to apply to either here or in a separate document.
- Update as you go through your project so that the amount you are still seeking funding for shrinks! This will encourage funders at the later stages, if they can see you have already raised n%.
- The Listed Places of Worship (LPW) Grant Scheme gives grants covering the VAT on repairs of over £1,000 to listed buildings used as places of worship. You can also submit one claim in any 12-month period that is less than £1,000, but more than £500.

What will your project achieve and who will benefit?

- State the simple output, i.e., the roof won’t leak, and the additional benefits for the fabric, i.e., the walls below the leak won’t be getting wet.
- Then try and think beyond the simple output. For example, the roof will be mended which will mean that: the building is dry and safe to use for all the wonderful things you do in it, important historic features inside the church are protected from wind and rain for future generations, your church will feel warmer and dryer and more comfortable (first steps on the practical path to net zero carbon for churches) etc.
- ‘Who will benefit’ possibilities to consider are the worshipping congregation, people attending for special life events like weddings/baptisms/funerals, people attending other community events like concerts/talks/coffee mornings, tourists and visitors to the church, the local community if they enjoy having a church in their midst (even if they don’t worship there), the historic fabric of the church will be preserved for future generations. You/the

PCC will know your parish best and will have other ideas too about who will benefit and what this means to your community.

Evidence of support if available

You might attach these separately but could refer to them here. For example, any letters of support from people or organisations, comments from your visitor's book or any other source. Pictures showing the issues could also be used.

Conclusion

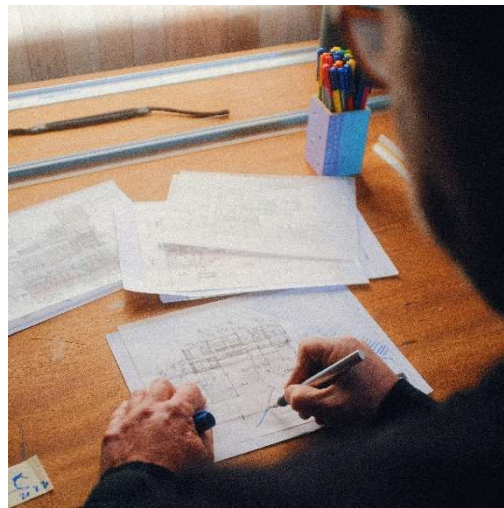
To conclude your case for support, add a final sentence or two convincing the reader of the benefits of your project and asking for their support (in whatever form is applicable).

Information and resources:

Examples in Appendix: Haveringland Statement of Significance and Need February 2024

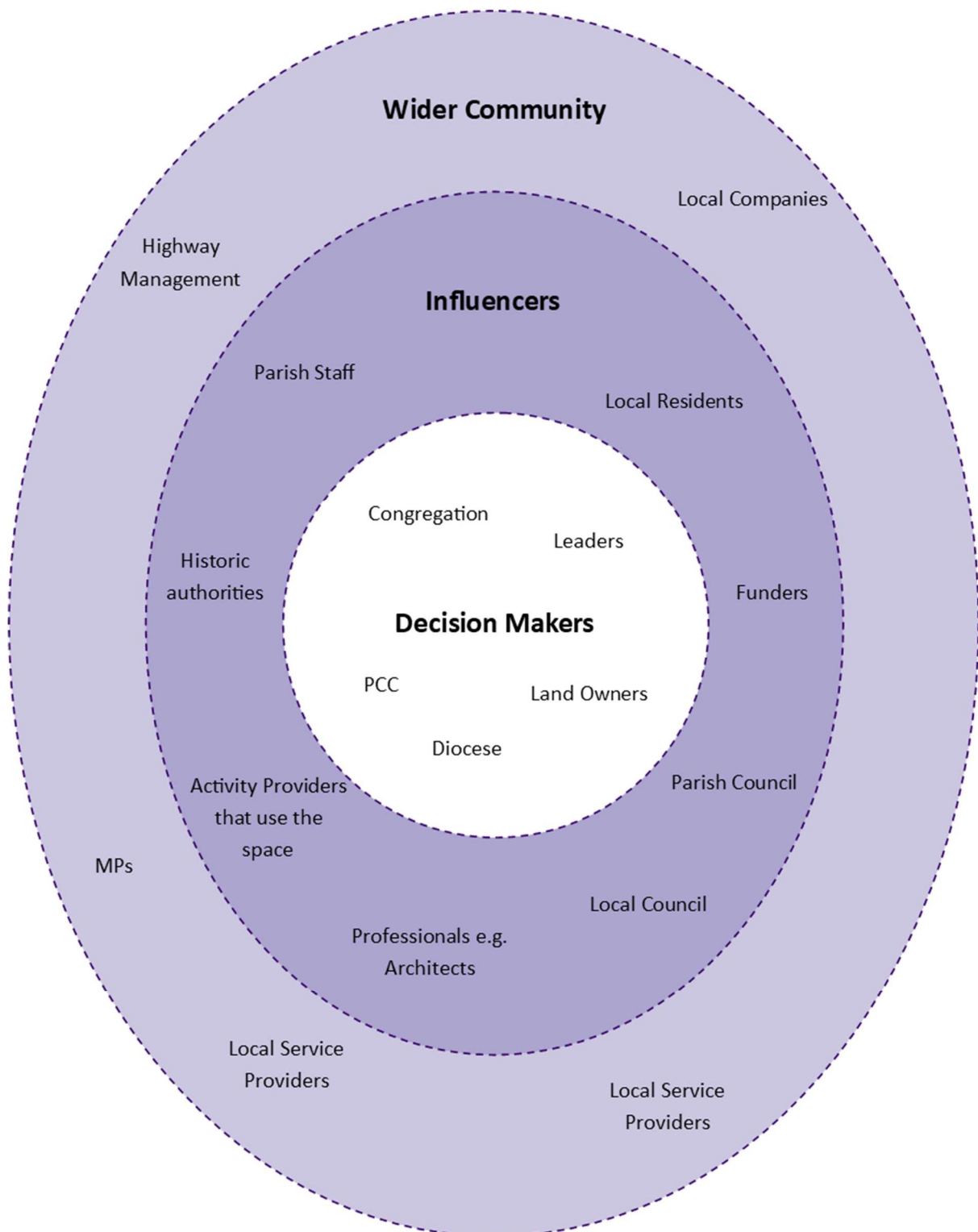
[Statements of significance and needs | The Church of England](#)

[Building a case for support - YouTube](#) Recording of a session on 'building a case for support' delivered by Church Grants for our Diocese.



Stakeholder Map

Stakeholders to consider during the project process.



Project Funding

Suggested Guide by The Diocese of Norwich

Church	
Project	
Total Cost	Of which – breakdown if necessary. I.e. VAT, Contractor, Fees, archaeology etc.
Revision (Last updated)	

Note:



Funder	Deadline	Possible amount (based on funders guidance/other projects of a comparable size)	Order of approach	Contact/website + method of applying	Date Application Sent	Response Received
Remember VAT reclaim counts as a grant funder towards match funding						
Total						

Online Tool

There are many software's that can be utilised to create and support your work.

Storing documents

dropbox.com

[Home - Google Drive](#)

Sharing large Documents via email

[WeTransfer - Send Large Files & Share Photos Online - Up to 2GB Free](#)

Online Communication

[One platform to connect | Zoom](#)

[WhatsApp | Secure and Reliable Free Private Messaging and Calling](#)

[Google Meet](#)

Images

[Find Photos in the Historic England Archive | Historic England](#)

[A Church Near You](#)

[Pinterest](#)

Document creation

[Google Docs](#)

[Google Sheets](#)

[Google Forms](#)

Management

<https://calendar.google.com/calendar>

[Manage Your Team's Projects From Anywhere | Trello](#)

<https://www.notion.so/>

[Best Note Taking App - Organize Your Notes with Evernote](#)

Mind mapping

[Login | Miro | The Visual Workspace for Innovation](#)

Carbon Calculator

[WWF Footprint Calculator](#)

[Energy Footprint Tool | The Church of England](#)

Completion of works

Faculty

The works permitted by faculty must be completed within the time specified by the Chancellor on the faculty certificate (usually 1 year) or an extension sought. The applicant must ask for an extension no later than 14 days before the expiry of the faculty, otherwise a new faculty may have to be applied for. To apply for an extension please contact Joanna Pelan, Registry Clerk: Joanna-Pelan@birketts.co.uk with details on the stage the work has reached, what remains to be done, the reason for the delay and how much time is needed to complete the works.

Please could petitioners complete the 'Certificate of Completion' via the online application when the work authorised by the faculty has been completed. This will formally close the case.

Please refer to the Practice Direction issued by the Chancellor on 12th August 2022 for clarification: CONSISTORY NOR PD 12.08.2022- [Practice-Direction-Faculties-Extension-of-Time.docx \(live.com\)](#)

Funders

Funders who have given support to the project often request completion documents to prove the project has been completed. Do make sure your funders are informed thought the project and upon completion, using the method of communication they request.



Your Church Buildings Team

There are currently 6 of us in the team at Diocesan House, three full-time and three part-time:



[Nicholas Cannon](#)

Church Care and
Development Manager
(DAC Secretary)

Tel: 01603 882350

[nicholas.cannon@diocese
ofnorwich.org](mailto:nicholas.cannon@dioceseofnorwich.org)

Nick is the Secretary of the Diocesan Advisory Committee (DAC), dealing with faculty and 'List B' applications. He is also Secretary of the Diocesan Churches Trust, which directly administers a small number of churches in the Diocese.



[Eliza Greenwell](#)

Church Care Adviser

Tel: 01603 882351

[eliza.greenwell@diocese
ofnorwich.org](mailto:eliza.greenwell@dioceseofnorwich.org)

Eliza deals with faculty and 'List B' applications. In addition, she oversees the Diocese's programme of Quinquennial Inspections and the appointment of parish architects and runs the [Exploring Norfolk Churches' website](#).



[Frances Jackson](#)

Historic Church Buildings
Support Officer (Part-
time)

Tel: 01603 882336

[frances.jackson@diocese
ofnorwich.org](mailto:frances.jackson@dioceseofnorwich.org)

Frances role-shares with Anna and provides support and advice to parishes, organises training, and helps coordinate the Church Buildings Ambassador scheme. The role is part funded by Historic England, and Frances works with them on the Heritage at Risk register in our Diocese.



[Nicola Lewis](#)

Church Buildings Support Officer

Tel: 07570 789582

nicola.lewis@dioceseofnorwich.org

Nicola supports the management of the Diocesan Churches Trust. She will also take forward and monitor the Minor Repairs and Improvements Grant Fund. Nicola is one of thirty new Church Buildings Support Officers across the country, a role made possible through a £2.8 million fund released by the Church Commissioners



[Margaret Mallett](#)

DAC Administrator (part-time)

Tel: 01603 882359

margaret.mallett@dioceseofnorwich.org

Margaret deals with general enquiries. She also administers the meetings of the Diocesan Advisory Committee and organises the DAC's site visit programme.



[Anna Venn-Moncur](#)

Historic Church Building Support Officer (part-time)

Tel: 01603 882344

anna.venn-moncur@dioceseofnorwich.org

Anna role-shares with Frances, helping to provide support and advice to parishes. She is also currently studying for a master in architecture and has experience working in the architecture industry. Her role is part funded by Historic England.

Glossary

Archdeacon	A senior member of the clergy responsible for an area called an archdeaconry. They share the pastoral care of the clergy and do much practical, legal and administrative work.
Archdeaconry	A set area of a diocese for which an archdeacon is responsible.
Area Bishop	Full-time assistant bishop in a diocese – takes their title from a place in the diocese. Also known as Suffragan Bishop.
Benefice	A group of parishes served by one incumbent (member of clergy)
Bill of quantities	A detailed statement of work, prices, dimensions, and other details, for the erection of a building by contract.
Bishop	A senior ordained person who has oversight of clergy and lay people in a diocese.
CBC	Church Building Commission work with and advise churches and dioceses on care, conservation, and development of church buildings.
Churchwarden	The leading lay officer in a parish (at least two are appointed).
Clergy	The general name for all ordained ministers.
DAC	Diocesan Advisory Committee It gives advice to churches about proposals for works to their church building, its furnishings, and its fittings.
General Synod	The 'Parliament' of the Church of England. The General Synod usually meets twice a year to debate and discuss matters of interest and to consider and approve amendments to Church legislation.
HCBSO	Historic Church Building Support Officer partially funded by Historic England
Incumbent	The priest who is in charge of church life in a particular benefice. Depending on the parish his/her title may be Vicar, Rector or Priest-in-Charge.
Minster	An honorific title given to large or important churches in the country. Examples include York Minster, Westminster and Southwell Minster.
Parish	The smallest pastoral area within the Church of England. A parish usually has one main church building.
PCC	The Parochial Church Council - each parish has this executive committee, which is made of clergy, church wardens and lay members.
PGS (Parish Giving Scheme)	The Parish Giving Scheme (PGS) is a service for managing Direct Debit giving, designed to support churches to fund their mission and ministry, and is now available in the Diocese of Norwich.

Priest	An ordained person who preaches, celebrates the sacraments and provides pastoral care.
Priest-in-charge	Priest who is responsible for a parish where for pastoral reasons the diocesan bishop does not wish to grant the freehold and thus make the priest an incumbent.
Public worship	Church services which the public are invited to attend and take part in.
QIR	Quinquennial Inspections Reports- An inspection of your church building, carried out by a qualified architect or building surveyor, is required every 5 years. This report will provide a schedule of recommended works in order of priority.
SPAB	The Society for the Protection of Ancient Buildings
Synod	An assembly of clergy and non-clergy church members to discuss and debate church matters. They can meet as a deanery, a diocese or a General Synod.



