



Department for
Digital, Culture,
Media & Sport



Historic England



Churches
Conservation
Trust

Planning & Managing Change

Part II: Building capacity & support to deliver change

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Skills Audit Template: Skills & Experience Overview (Activity 1 & 2)

INSTRUCTIONS

Please complete the table below as follows:

- **Put "C"** if you have **considerable** skills/experience in the area listed
- **Put "S"** if **some** skills/experience
- **Leave blank** if **no** skills/experience.

	1	2	3	4	5	6	7	
Staff/volunteer:	[name/ role]							
Skills/experience:								
Project Management								
Project Management (lead organizer)								
Procurement/Appointing consultants								
Budget Management (treasurer/secretary)								
Income Planning								
Market Research								
Financial Planning (reviewing costs coming in and going out)								
Developing 3 rd party hire opportunities								
Events Planning – organizing, promoting, liaising etc								
Particular use: music concerts/theatre performances								
Particular use: exhibitions (heritage, art, photography)								

	1	2	3	4	5	6	7	
Staff/volunteer:	[name/ role]							
Skills/experience:								
Particular use: conferencing/corporate events/wedding receptions								
Particular use: civic/community event								
Fundraising								
Fundraising strategy / plan								
Bid writing								
Fundraising from grant giving bodies e.g. National Lottery Heritage Fund								
Fundraising from charitable trusts and foundations								
Community fundraising – coffee mornings, summer tea parties								
Management of paid staff								
Recruitment – writing job descriptions, interviewing								
Employment contracts								
HR policies and procedures e.g. appraisals, disciplinary								
Risk management								
Health & Safety policy and procedure								
Insurances (what is needed for Place of worship and activities)								
Risk registers – developing and monitoring								
Online tools								

	1	2	3	4	5	6	7	
Staff/volunteer:	[name/ role]							
Skills/experience:								
Website development/management								
Sharing documents online e.g. Dropbox								
Data protection/GDPR								
Building Management								
Partnership/Licence/Lease agreements								
Site management – arranging maintenance, access, cleaning, etc								
Building contracts – arranging and managing								
Day to day management of activity – services, organizing local groups, etc								
Café management								
Retail management								
Communications								
Communications strategy and plan								
Branding development								
Public relations (e.g. press releases, posters, information leaflets, radio/TV)								
Website content								
Social media (e.g. facebook, twitter)								
Events photography								

	1	2	3	4	5	6	7	
Staff/volunteer:	[name/ role]							
Skills/experience:								
Other:								
Heritage interpretation								
Partnership working - with businesses								
Partnership working -with schools								
Partnership working – with other community group								
[other]								

Governance and Management Case Study (Activity 3)

New Governance and Management Structure options:

St Cuthbert's is an Anglican church in a market town centre. Its vision is for the whole community to enjoy this historic church as a place of spirituality, culture and celebration.

Changes they want to make:

- Reordering and better facilities in the church for more cultural performances, civic events and heritage activity
- Professional management of events taking place in the church
- Maintain the Church Hall as affordable community hire space

The group reviewed their current structures to see what would be need to support this change in the long term

Mapping your organisational structure (Activity 4)

See slide 33 of the workshop presentation

Volunteer Recruitment Planning Template (Activity 5)

What skills are missing from your team?	Who may be able to deliver these skills?	How to recruit this person as a volunteer?	When does this volunteer need to be recruited by?	Who will manage the recruitment of this volunteer?
<i>E.G Delivering learning activities for children and families</i>	<i>Retired teachers</i>	<i>Recruitment posters handed out to local groups such as U3A, WI, NADFAS</i>	<i>For the start of the summer holidays</i>	<i>Existing member of your group?</i>

Example Volunteer Role Description (Activity 6)

Heritage Detectives: Sound & Art at St Swithun's.

Volunteer Role Description

Do you love delving into archives? Following clues and examining historical evidence? We need your help...

The Sound & Art at St Swithun's project:

St Swithun's is a Grade I listed church in Worcester city centre. No longer used for regular worship, the building is cared for by the [Churches Conservation Trust](#) (CCT). We are embarking on a two year project to repair and conserve St Swithun's. Reopening in summer 2020 as Sound & Art at St Swithun's, a venue for arts and music.

The project is supported by The National Lottery Heritage Fund.

St Swithun's church:

St Swithun's, rebuilt in 1734 is an elegant, perfectly preserved early Georgian gem. Inside, it is airy and open with box pews, a gallery and an attractive arched ceiling.

What will you be researching?

The monuments within St Swithun's give us a direct link with those who worshiped, married or were buried at the church. You will explore these individuals, and help us understand more about their lives in 18th century Worcester.

For example...

1. The pew plates reflect a high number of infant deaths. Four children of the Nott family died in 1733/34. What were the conditions at the time that led to this?
2. Margaret Evans d. 1755 was a Spinster and Governess. Margaret is the only woman whose profession is mentioned, is there any information about her?
3. Many professions appear in the monuments. What was life like in 18th century Worcester if you were a Tailor, Butcher, Grocer, Chandler, Woollen Draper, City Clothier, Apothecary, Tobacco Merchant, City Mercer?
4. Samuel Swift d. 1717 and Joseph Withers d. 1741, prominent figures in Worcester's civic life, and successful business men, had land holdings in the West Indies. What role did transatlantic trade play in financing St Swithun's?

What will I be investigating, and how will my research be used?

Your detective work is likely to involve online research, trips to local archives and possibly visiting other museums and heritage sites.

Your research will be instrumental to the visual and audio interpretation visitors will encounter at St Swithun's, created by our interpretation consultants, Pastporte.

How much time do I need to give?

We are flexible. There is no limit to the amount of time you can give. A few hours each week, or the odd weekend could really help.

Do I need previous experience?

No! Most important is a curiosity about the past, and a desire to delve into in the history of the people, buildings religion and politics which have shaped Worcester. We will be providing archival research training in partnership with The Hive in Worcester.

What's in it for you?

It's a great opportunity to meet new people, enjoy an interesting and awarding experience, gain transferrable skills for your CV, and build contacts within the arts heritage sectors.

Roles are home based but could involve trips to archives and sites around Worcester. We can pay out-of-pocket travel costs and other reasonable expenses agreed with us.



Interested?

For more information or to register your interest contact: Amelia Evans, Regeneration Projects Assistant, 07917 060536, aevans@thecct.org.uk.

Data Protection:

You may have access to data to enable you to carry out your role. You are required to process and/or use data and information supplied for your role in a fair and lawful way. You are also required to hold data only for the specific registered purpose and not to use or disclose it in any way incompatible with such purpose. If necessary to the role, volunteers will be provided with a full copy of the Trusts Data Protection Policy.

Role Description Template (Activity 6)

Title of volunteer role	
Where will you be volunteering?	
What will you be doing?	
How much time will you need to give?	
What are the benefits?	
What do you need for the role?	

What images would you use to attach to the role description?

Identify potential partners (Activity 7)

Local organisation or contact	Mutual benefit/ complementary activity	How you would approach them?

Links to useful resources

General guidance on planning and managing change

National Churches Trust	https://www.nationalchurchestrust.org/building-advice/managing-building-projects
Manchester Diocese: Adapting for the Future	www.manchester.anglican.org/church-buildings/adapting-future/
Diocese of Truro– Diocesan Advisory Committee	Packed with helpful information on many aspects of changing historic churches www.trurodiocese.org.uk/wp-content/uploads/2016/07/DoT-DAC-Booklet-WEB.pdf
Germinate, Arthur Rank Centre, resources for Rural Churches	https://germinate.net/church-life/rural-church-buildings/7-getting-the-most-out-of-your-buildings/
Church of England Sharing your building and finding partners	https://www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/sharing-your-building

Session 1: Building from A Firm Foundation: Understanding your existing skills and experience

Crossing the Threshold: Developing a Team: Assessing your skills and abilities	www.hereford.anglican.org/documents/chapter-3/
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Session 2: Building from a Firm Foundation: Putting the right structures in place

Crossing the Threshold: Governance: Choosing the right organisational structure	www.hereford.anglican.org/documents/chapter-4/
Quakers In Britain. Support for meetings, including advice on e.g. DBS checks, safeguarding, data protection etc.	www.quaker.org.uk/our-organisation/support-for-meetings/
National Council for Voluntary Organisations KnowHow website.	Lots of free resources for charitable groups https://knowhow.ncvo.org.uk/

The Methodist Church – Changing, Growing Churches	https://www.methodist.org.uk/our-work/our-work-in-britain/evangelism-growth/changing-growing-churches/
Diocese of Truro – Diocesan Advisory Committee Health & Safety guidance	https://www.trurodiocese.org.uk/wp-content/uploads/2016/03/Church-Guidance-Notes-Health-and-Safety.pdf
Manchester Diocese: Adapting for the Future GDPR advice	https://www.manchester.anglican.org/gdpr/

Session 3: Developing a strategy to build capacity: internal (training, staff appointments, volunteer recruitment and management)

Manchester Community Central	https://www.manchestercommunitycentral.org/provider/macc
Volunteer Suffolk	https://volunteersuffolk.org.uk
Community Action Suffolk	https://www.communityactionsuffolk.org.uk/volunteering
Suffolk County Council	https://www.suffolk.gov.uk/community-and-safety/community-volunteering-and-funding/volunteer/
NCVO	https://www.ncvo.org.uk/practical-support/training-and-events
Do-it.org: National website matching volunteers with volunteering opportunities	https://do-it.org/
VIInspired: The UK's leading volunteering charity for 14 - 25 year olds	https://vinspired.com/
Reach – connecting organisations with skilled volunteers	https://reachskills.org.uk/
Gov.uk - DBS checks	https://www.gov.uk/dbs-check-applicant-criminal-record
Brighton & Hove Community	https://www.bhcommunityworks.org.uk/wp-content/uploads/2018/01/Developing-a-volunteering-

Works - Managing future volunteer capacity	strategy-Aug-2016.pdf
Trade Union Congress	https://www.tuc.org.uk/research-analysis/reports/charter-strengthening-relations-between-paid-staff-and-volunteers

Session 4: Developing a strategy to build capacity: external (informal to formal partnerships)

Crossing the Threshold: Governance: Choosing the right organisational structure	www.hereford.anglican.org/documents/chapter-4/
Church Care- Sharing Your Building and Finding Partners	https://www.churchofengland.org/more/church-resources/churchcare/advice-and-guidance-church-buildings/sharing-your-building
Church Care- Legal Options for Complimentary Use of Church Buildings.	https://www.churchofengland.org/sites/default/files/2018-11/CCB_Legal-options-for-complimentary-use-of-church-buildings.pdf
The Methodist Church – Changing, Growing Churches	https://www.methodist.org.uk/our-work/building-relationships/relationships-with-other-denominations/resources-and-information/resources/sharing-of-buildings/
Locality- Support for Community Organisations: Collaboration	https://locality.org.uk/services-tools/support-for-community-organisations/collaboration/
Angels and Pinnacles, Suffolk	http://angelsandpinnacles.org.uk/
Norwich Octagon Unitarian Chapel	https://octagonchapelnorwich.org.uk/
St Michael and All Angels, Martlesham Heath, Suffolk	www.nationalchurchestrust.org/marsh-awards-innovative-projects/marsh-awards-innovative-church-projects-2017-shortlist
Eye Parish Church Shop, Suffolk	https://eyeparishchurch.org/
Walton Parish Nursing, Felixstowe	https://www.waltonpn.org.uk/
St John the Evangelist, Hurst	http://www.stjohnschurch-hurst.co.uk/

Manchester Reform Synagogue, UK Jewish Film	https://www.jacksonsrow.org/children/
St James & Emmanuel Didsbury	stjamesandemmanuel.org/home-cafe/
UKIM Khizra Masjid mosque, Manchester	https://www.khizramasjid.org/

Information and links in this document were accurate at the time of June 2020