

Planning and Managing Change

Part II: Building capacity to support
and deliver change

The Churches Conservation Trust



Agenda

- 10.00 Welcome
- 10.10 Introductions and setting the scene
- 10.20 Building from a firm foundation: understanding your existing skills and experience
- 11.20 BREAK
- 11.35 Building from a firm foundation: putting the right structures in place
- 12.20 LUNCH
- 12.55 Developing a strategy to build capacity: internal
- 14.20 BREAK
- 14.30 Developing a strategy to build capacity: external
- 15.30 CLOSE

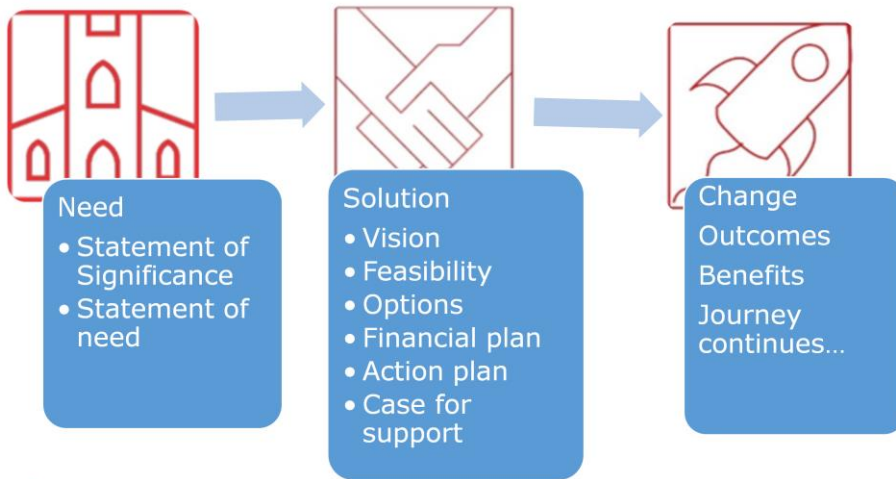


Aims for today

1. Feel comfortable mapping the skills and talents you already have in your group, and acknowledging the gaps.
2. Understand different governance and management structures, and be able to identify the most suitable for your group.
3. Feel confident developing a strategy to increase capacity.



Previous workshop - Process of change




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See workshop presentation and handout from the 'Planning and Managing change Part 1: Vision into action' workshop

Introductions

Taylor Review: Setting the scene



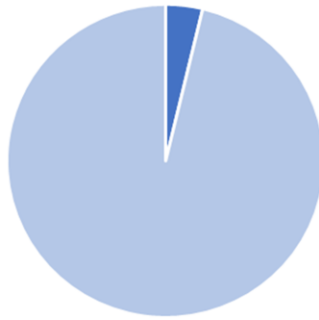
The Taylor Review Pilot is a project funded by the Department for Digital, Culture, Media and Sport (DCMS) and run by Historic England. The aim of the pilot is to test some of the recommendations of the 2017 Taylor Review: Sustainability of English Churches and Cathedrals and to provide free support and advice for listed places of worship of all faiths and denominations.

To find out more visit; <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/churches-sustainability-review/>

<https://www.gov.uk/government/publications/the-taylor-review-sustainability-of-english-churches-and-cathedrals>

Places of worship make up a significant part of our historic environment...

National Heritage List England



■ Places of Worship ■ Total

'Repositories for the collective memories of local communities, (places of worship) deserve considerable respect and care'
Historic England.



Places of worship are a significant part of the historic environment, no matter the listing they are special and unique buildings.

1. There are lots of them!

- Approx. 14,800 places of worship are listed in England. Representing just over 3% of all listed structures, landscapes, monuments etc. (NLE 380,000).

2. (and more importantly) People feel strongly about them

- Whether or not they are active members of a worshipping congregation
- Places of worship are often repositories for the collective memories of local communities, and their historic place of burial.
- With their strong claims to special architectural, archaeological, artistic, historic and cultural interest, places of worship deserve considerable respect and care
- Quote from HE listing advice for places of worship (2011)

It doesn't matter whether your building is Grade I, II or II*, what matters is that you go through a process when you want to change your building. Part of that process is that you engage with your local communities to understand their views. Engaging your wider communities to understand their needs will help you make your place of worship as relevant as possible and give it the greatest chance of sustainability.

...but many struggle to keep going

'Sustainability'

'Ideally the building itself will be able to earn income from some of the wider uses it hosts, contributing to both running and capital costs.'

Taylor Review



Taylor Review Pilot Programme

- Workshops during 2019-2020
- Community Development Advisor (CDA)
- Fabric Support Officer (FSO)
- Minor Repairs Fund
- Pilot run in two areas; **Greater Manchester** and **Suffolk**



Churches Conservation Trust

- Advisers to Taylor Review.
- Running workshops as part of the pilot.
- Manage 353 'redundant' historic churches.
- Develop uses to keep buildings open and relevant.
- Work with active places of worship to achieve sustainability.



Image: Graham White



Session 1:

Building from a firm foundation: understanding your existing skills & experience



Start with what you have: Understanding the skills and experience

- Helps you set out objectively your strengths and weaknesses;
- Provides opportunity to share understanding of these within the group;
- Ensures you take account of everyone's potential contribution;
- Gives you valuable information to share with potential funders and supporters;
- Presents an opportunity to discuss gaps and how to address them.



Understanding the valuable skills and experience you have within your group is an important starting point.

Change is daunting – starting with an assessment of your existing strengths (and weaknesses) is a manageable first step towards achieving your vision. Building your group's confidence bit by bit, and making sure you take account of everyone's potential to help.

Skills Audit Template

[your POW name] - Skills & Experience Overview

INSTRUCTION

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	8	9
Staff/volunteer:	[name/ role]	[name/ role]	[name/ role]	[name/ role]	[name/ role]	[name/ role]	[name/ role]	[name/ role]	[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									



Please refer the handout page 2 for skills audit template

This is a tool that can be used to map all the skills/experience that might be needed to support change in an historic Place of Worship (POW).

Should be tailored to your specific needs

- Physical change to a building will require e.g. construction knowledge and experience of appointing a contractor
- Extending the use of your place of worship to involve more people might require people with relationship management skills or experience of partnership agreements.

Activity 1: Preparing the template

Working with your neighbour, review the skills/experience indicated on the template in the handout and consider:

1. Which will be necessary for the change at your place of worship? *'what we need now'*
2. Which are beyond the scope of your current plans? *'what we do not need yet'*
3. Are there additional skills that you might need?



Workshop activity - see page 2 of handout for template

Adapting the template for your planned change:

If you don't have a particular change in mind right now, don't worry, make one up!

Activity 1:

Tick the skills you might need for your change. List any additional skills you might need.

- skills required for making physical changes to the building (new kitchen servery area)
- skills required for use change (developing a new activity within your Place of Worship, e.g. dementia support club);
- skills required for both.

Activity 2 – complete the audit

Now work through the skills audit yourself, marking the skills/experience you have.

1. Are there areas where you feel you need support?
2. Are there others in your group who could provide this?
3. Identify 3 key skills/experience areas where your group might need additional support.



Activity 2:

Now have a go at completing the skills audit yourself.

See page 2 of handout for template

What are the benefits/challenges of doing this skills audit exercise?



Benefits: group understanding; objective discussion of issues (versus personalities); prompts discussion about what people are willing to offer in terms of time commitment or expertise (you can't assume that the lawyer might want to volunteer time to help with legal issues if they'd rather get involved in e.g. running a fundraising event); opportunity to 'target' training or new volunteers based on what you need as a group; opportunity to consider whether any skills gaps can be addressed through a funding bid if 'upskilling' is supported as part of a wider funding application.

Challenges: Individual perceptions of their own skills/experience may differ from others' views; you may not be able to fill gap from within your community (dispiriting) – what then? We will address how to fill gaps in the session this afternoon. How to accommodate the people can move on during the planning/delivery of change

Session 2: Building from a firm foundation: putting the right structure in place



In this session we'll consider what organisational frameworks are required to support change – do you have the right people structure in place?

We'll provide an opportunity for you to review your group's/place of worship own organisation, considering where the management and responsibility for delivering change lies, and what other structure might need to be in place to ensure **safety and efficiency**.

Is your structure fit for change?

Governance – providing strategic direction and oversight to day to day operations

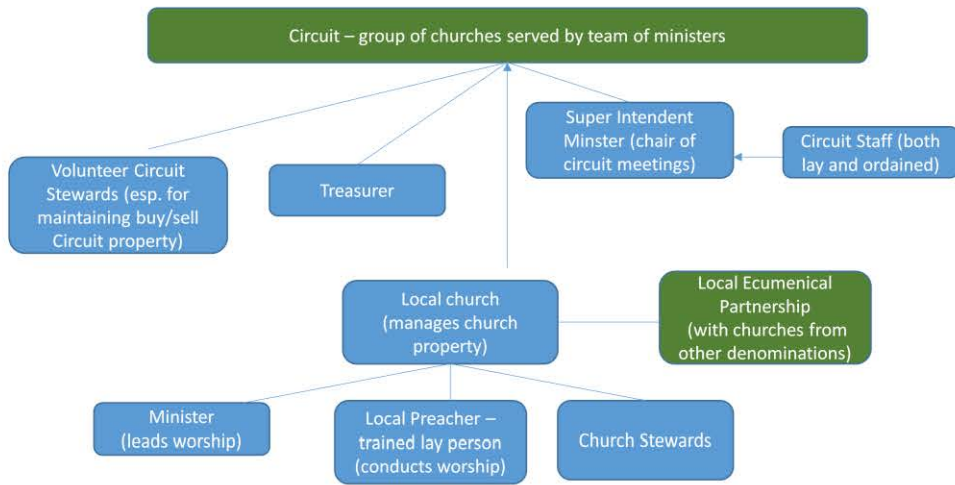
Management – delivering day to day operations



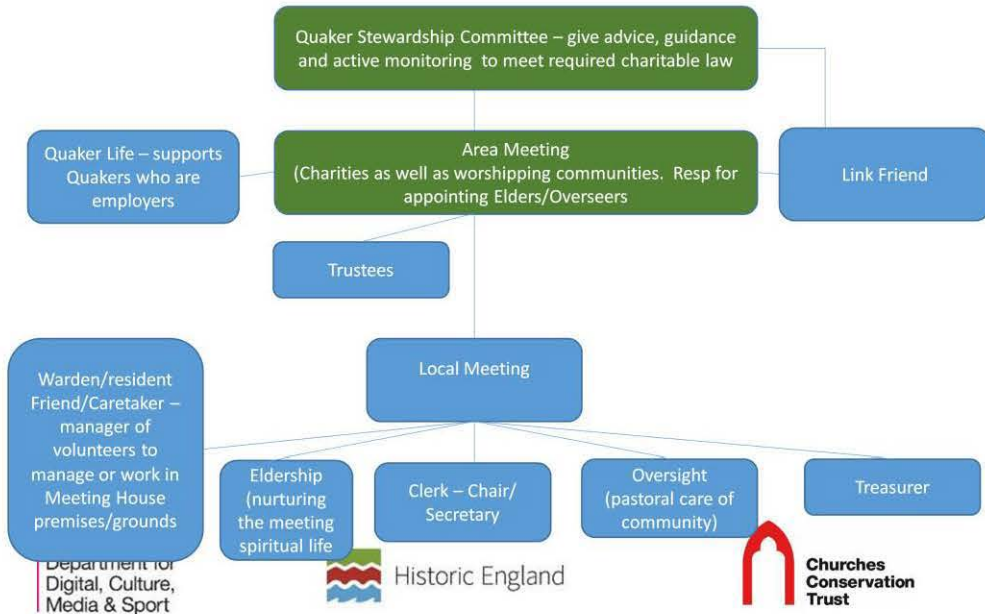
When reviewing current structures in place, assess if they are able to incorporate the change you want to make, and if not, what needs to change/be adapted?

To understand the relationship between governance and management we'll look at some general examples of how places of worship are organised. Also refer to **Links to useful resources** - Session 2: Building from a Firm Foundation: Putting the right structures in place

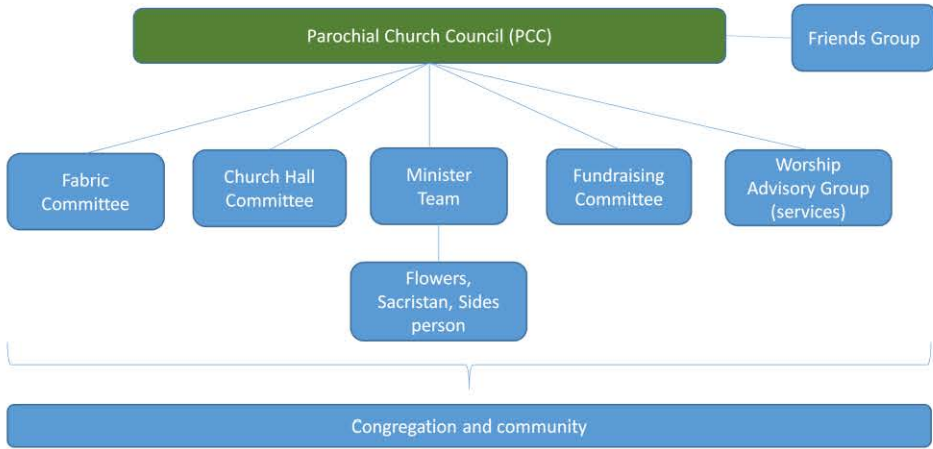
Example Methodist Structure



Example Quaker Structure



Example C of E Church Structure



When the current structure is functioning well, but you add in the change you are planning to make, how will the structure be affected?

- Consider importance of timely decision making/reporting structure and budget management for a planned change.
- How will change be managed day to day, are there new areas of responsibility to incorporate or new roles to add?
- What additional governance/monitoring/reporting will be required
- Will different/additional financial management be needed (monitor cash flow, grants, VAT reclaim and invoices). If you are making a physical change and employing contractors to deliver that change, then they will have expectations of you as a client to manage payments in a timely way.



Activity 3 – Review case study

New Governance and Management Structure options:

St Cuthbert's is a 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.

Change they want to make:

- Reordering and better facilities in the church for more cultural performances, civic events and heritage activity
- Have 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 needed to support this change in the long term

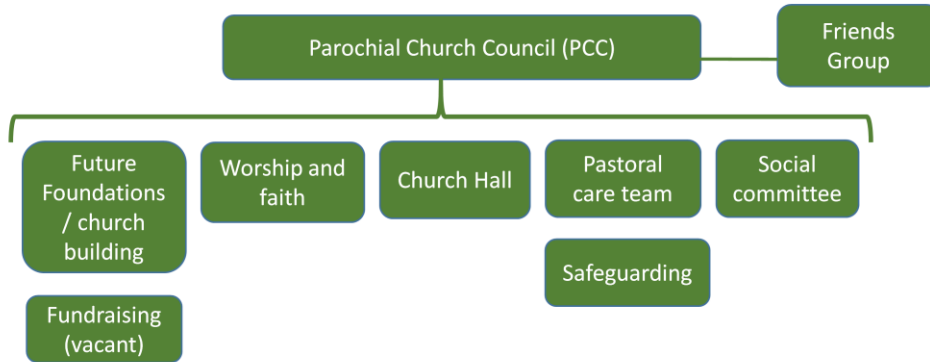
Case study showing a review of current Governance and Management for a Place of Worship (Church of England). Proposed change is to have more events in the church (cultural performances, civic events and heritage activity) post a major reordering.

The two options presented show how the Governance & Maintenance could be adapted/changed to accommodate the change in operations. Option 1 (current structure, more training), option 2a (new structure, training and sessional staff) and option 2b (new structure, training and new staff member).

Talk through the case study and what think about what considerations you would make when assessing the options.

Case study also in handout page 6

Current Governance (Oversight of operations)



Parochial church council (PCC) - is the executive committee of a Church of England parish and consists of clergy and churchwardens of the parish, together with representatives of the laity. Legally the council is responsible for the financial affairs of the church parish and the maintenance of its assets, such as churches and church halls, and for promoting the mission of the church.

Friends group – in this case a separate charity, although can be a sub-committee of PCC. Purpose is to help fund the work of preservation, restoration, improvement and enhancement of St. Cuthbert's Church, its fabric and its fittings. (ii) To provide opportunities to share and increase knowledge and appreciation of the history and architecture of St. Cuthbert's Church, for the whole community and the wider public. FG reports into the PCC.

Future Foundations / Church building committee – was just the Church building committee to manage repair and maintenance, but have used this committee to lead on their change project 'future foundations'.

Worship and faith committee – lead on programme of worship at the church, mission related activity, life event services (wedding, baptism, funerals)

Church hall committee – look after maintenance, bookings and management of the

church hall

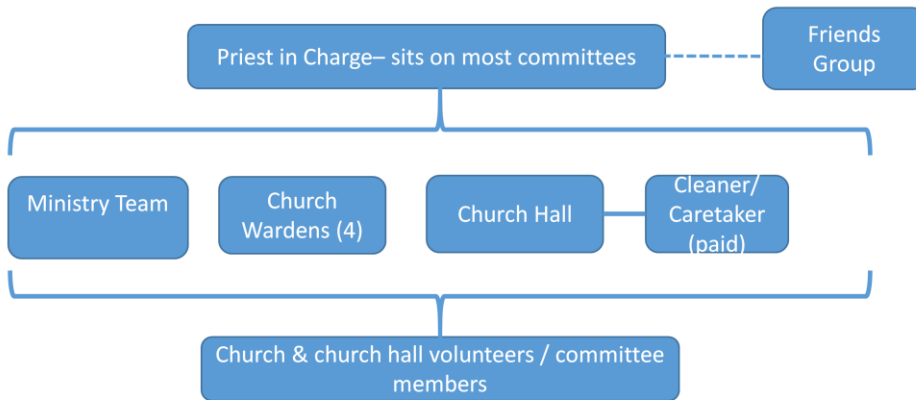
Pastoral Care Team - Traditional Parish visiting was the prerogative of the Clergy, now many parishes have teams of lay pastoral visitors. This manual seeks to contain information that is helpful to the visitor and give them helpful contacts when further help is needed during their encounters in Pastoral Ministry.

Safeguarding (individual) – someone trained on best practice and legal requirements for safeguarding, for all volunteers that require it (i.e. members of the pastoral care team due to things they might encounter)

Social committee – manage and organised annual programme of events and outings for the church and local community

Fundraising (individual) – Did have someone to help with fundraising in the passed, but currently vacant. When reinstated (they hope) their focus would be on raising funds for future foundations

Current Management (*carrying out of operations*)



Priest in Charge – overall management for the place of worship activity (both liturgical and secular), but delegates to others to lead/chair committees. Priest in Charge manages the minister team, church wardens, and is ultimately responsible for how the church hall is managed. The is the employer of the care taker. The FG are an independent charity, so he does not manage them, but has a line of communication with them, so that the activity of the Friends Group can be accommodated within the overall running of the Place of worship.

Ministry team – responsible for managing the worship and faith committee and pastoral care team volunteers and activity. They have a weekly meeting with Priest in Charge.

Church Wardens – Statutory role is oversight (governance), but common to have Church Warden undertaking operational work (due to capacity). They sit on or lead most committees and manage the activity. Church Warden have a bi-monthly meeting held with Priest in Charge. Church Warden communicate informally at weekly meetings

Church Hall – lead volunteer you undertakes bookings and rotas for the church hall. Gives day to day instruction to the care taker (setting up rooms, when to clean etc.). Lead Church Hall volunteer managed the other Church Hall volunteers, and reports any maintenance/repair issues to the Church Warden on church building committee.

Caretaker – cleans the church hall and church when required, sets up for events and activities for the church hall, lets contractors in and out for maintenance etc.

Volunteers / committee members – the middle line individuals manage the volunteer associate with their area of responsibility – e.g. Ministry team manage pastoral care team volunteer, Church Warden managed building volunteer, Church Hall managed their volunteers and perhaps also social committee volunteers.

How is it working?

Strengths

- Dedicated and motivated core team
- Individual roles well defined and productive
- Whole system functions 'ok' and sub-committees operating

Weaknesses/Risks

- Over-reliance on key individuals
- G&M not evolved since 1990s-review timely
- Lack of understanding of Governance & Management structures across wider team-communications could be improved
- Church Hall bookings system reliant on individual. Lack of booking system for the church.
- Skills audit suggests financial, IT and operations management expertise under-represented.

The current Governance & Management model is sufficient for the current place of worship activity, including the planning of their project, Future Foundations. However, they now need to look at it to see if it will accommodate the new activity that will come about as a result of their project - i.e. church being used more for events/activity, new facilities to manage (toilet, servery), perhaps new partnerships to manage, and new financial systems etc.

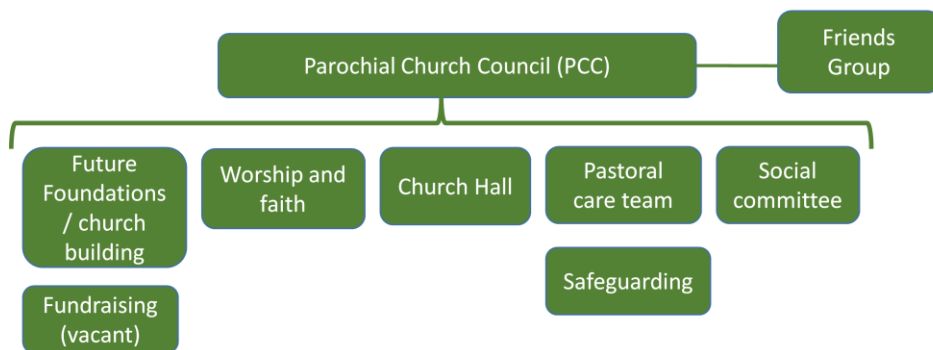
First step it to look at the strengths and weaknesses of the current model in terms of the potential new operations. They have undertaken skills audit as part of this review:

Group question:

Are there any other strengths or weakness you feel the structure has from this example or similarities in your own Place of worship. *E.g. seems that lots of people manage volunteers – is there a consistent way of recruiting/managing them – talk more about this this afternoon.*

For the change you have in mind, do you think it could be accommodated in this type of structure?

Option 1 Governance (operational) – same model, appropriate training



PCC/Committee membership training:

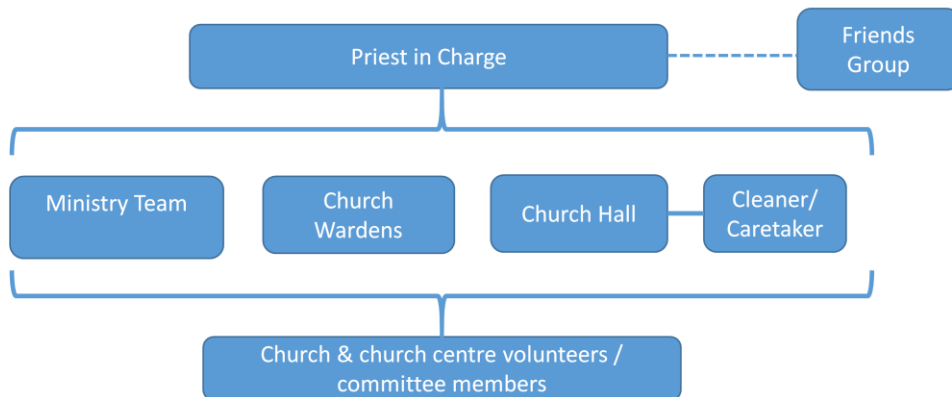
- Financial management / Business planning
- Fundraising (planning, bid writing, research)
- Website/social media training (divide up platforms)
- Volunteer/staff recruitment
- H&S / Fire safety / first aid / safeguarding

Discussion point:

Do you think this level of training is realistic/manageable?

- How sustainable is this model i.e. still reliant on individuals – one gets trained up, but then leave/moves on?
- This model could only work if steps are built in to increase the volunteer resource. Doing this will require dedicated time and experience to recruit, train and manage volunteers, and guidance on how to establish a processes
- Could it include a train the trainer model

Option 1 Management (operational) – same model, appropriate training



Management process training:

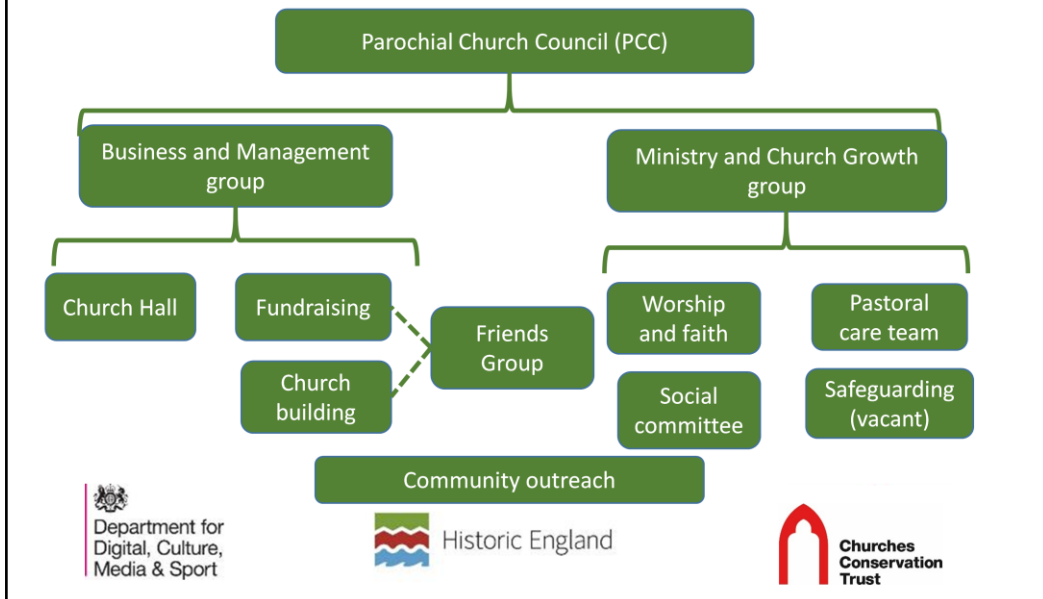
- Events management (church and church hall)
- Volunteer management (all, ministry and activity)
- Operational procedures/information (how heating/ boilers work, lighting system, safety checks etc.)

Discussion point:

Do you think this level of training is realistic/manageable?

- Should this type of skill be something that is done as standard anyway?
- Benefits/drawback of training people caring our the day to day operations – increase confidence or make them feel more responsible?
- Getting volunteer numbers up and instilling confidence is a curial task for this model. As is getting younger people involved – perhaps partnering with other organisation in the town or the college to share in a ‘pool’ of volunteers.
- Volunteer/comments – not a specific role, call upon when needed, clean church, flower people

Option 2 Governance (operational) – re-arranged structure, appropriate training, further roles



Looks more complicated! But actually only two main additions – everything else move around:

Creation two sub-groups of the Parochial Church Council (PCC), who have delegated authority to over see the various sub-committees. It makes the distinction between core place of worship activity and purpose (ministry and church growth) and more building management related and income generating activity take place at the Place of worship.

The model proposes the creation of a Business and Management Group who would be responsible for:

- Reviewing and making changes to the income plan (based on responsiveness to new commercial opportunities, demographic and use changes);
- Making recommendations to the PCC for changes to policy, process and procedural compliance and carrying out those changes;
- Monitor target delivery with regards to income generation (both through activity in the church, and fundraising income);
- Monitor programming of activity with regards to commercial and mission activity.

As such, they oversee the committee relating or contributing to those areas of

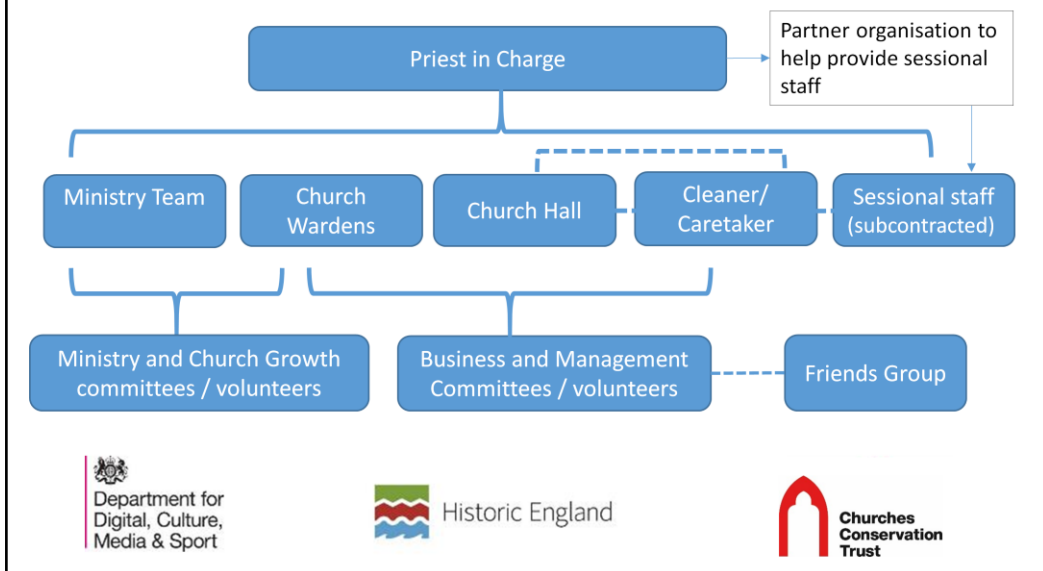
responsibility.

Possibility of forming an overarching community outreach committee that combines the two focus areas, responsible for form and nurturing relationships that connect the place of worship with external groups and organisations, e.g. working with other charities, schools/colleges, local heritage groups, etc.

Discussion point:

- What do you think about the idea of the sub groups.?
- What are the challenges/benefits you see with this revised structure?
- Would the change you have in mind for your place of worship benefit from something similar?
- Do you think a community outreach committee would be beneficial?

Option 2A Management (operational) – re-arranged structure, appropriate training, sessional staff support



Same governance model for management model 2a and 2b. Both 2a and 2b require paid positions – 2a will call on paid support on an ‘as and when’ basis via sessional staff, and 2b requires a permanent paid position.

Sessional staff - defined as a person not employed under a contract of employment. He/she is paid for undertaking work or a service on the basis of an agreed range of hours to be worked. This has to be within a specified period, or on an ad-hoc arrangement to meet varying need.

In this model they may be used to help out on a large event happening in the church – additional stewards/ticketing support, someone to run the bar/refreshments, setting up large equipment such as staging, or arranging chairs, cleaners for the church after large events.

Priest in charge still has overall management responsibilities – now including the sourcing, appointment and remit (what they will be required to do) of sessional staff. A suggestion to help with this role would be to partner with a local organisation who may already be using sessional staff – such as a local authority run facility like a leisure centre.

Day to day instruction to the caretaker and sessional staff (once appointment made)

is still provided by the Church Hall volunteer.

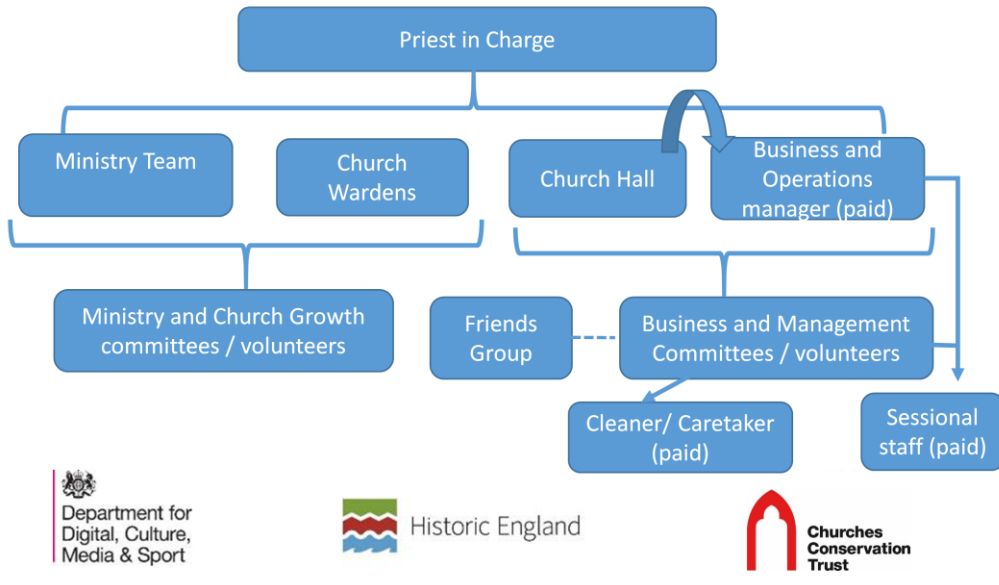
Volunteers will be clearly grouped into the type of activity they are supporting (ministry or business). The Friends Group are considered part of the Business and Management volunteers, being building focused – but still their own separate charity.

Currently no volunteers to do sessional work. Need to be clear on what volunteer role are and what paid roles are

Discussion point:

- Do you as a place of worship already use 'sessional staff/workers/support' – people paid for a number of hours or occasional services e.g. organist
- What are the challenges/benefits you see with this revised structure?
- Would the change you have in mind for your place of worship benefit from something similar?

Option 2B Management (operational) – re-arranged structure, appropriate training, paid member staff/sessional



Final management structure option would be to employ a member of staff specifically to lead on business (income generation) and operations. The 'line management' of the caretaker and any sessional staff would be delegated from the Priest in charge to the Business and Operations Manager.

It was suggested that in time the Business and Operations Manager could take on both church and church centre in long term – however, the place of worship do not want to undermine/under value the great work of the Church Hall volunteers to date. It is there just is case the individual is not longer able to take on that role.

Role of the Business Operations Manager:

What the role needs to do	What the role does not need to do
Manage of all paid operational roles (e.g. caretaker)	Caretaker role
Work to targets (income, visitor nos., events per year)	Organise the steward rotas
Focus on events planning	Key contact for church hall bookings/enquiries
Establish strong partnerships – act as a champion for place of worship	Volunteer recruitment and management
Key liaison for external hirers (for church), 'host' role	Facilities manager
Finance management (budgets, service fees, hire fees)	
Understanding of marketing/branding for the site	
<i>Initial training/oversight of volunteers?</i>	

Having a paid member of staff is a financial commitment and when planning the change, an exercise into whether a paid post can be supported within the in the long term needs to be assessed (we will touch on this again in Session 3).

The group wanted to ensure the expectations of what they required from the B&OM were managed, but being clear on what the role needed to do, and what it did not need to do. The group wanted to make sure the role was not replacing current volunteer roles, but was addressing a genuine skills gap that was required to make the change they were planning sustainable.

Discussion point:

- Does anyone already employ a member of staff at their Place of worship? What role to they undertake in the management if the Place of worship?
- What are the challenges/benefits you see with this revised structure with a paid position?
- Do you think the needs list for the BOM is realistic/manageable?

Note: in Session 3 we'll talk more about paid position – perhaps think about the change you are planning and if at any point in the planning or as a result of change if you require paid support and why?

Protecting your organisation

- A good governance and management structure protects your organisation
- Provides clear lines of responsibility and effective decision making
- Ensures that governance and management of your planned change is integrated into the wider organisation
- Ensures that staff and volunteers operate within the law



Note: Consider who your volunteers are – not everyone who provides a voluntary activity or contribution will self-identify as a volunteer. But as an organisation you need to know who all your volunteer are and ensure they are e.g. GDPR compliant, operating within your Health and Safety policy framework etc.

Refer to resources section of handout for more information on relevant legislation.

Activity 4 – Mapping your organisational structure

- Sketch a diagram of your current organisational structure
- Review the structure with your neighbour, discussing:
 - what works well,
 - what isn't working so well
 - how it might be amended to work better to support your planned change.



Workshop activity, see handout for worksheet

Session 3: Developing a Strategy to Build Capacity - Internal

- Training - upskilling or refreshing the skills/knowledge of groups and individuals
- Paid positions - specific need for expertise (not a volunteer role) within your place of worship
- Volunteering - how can recruitment and management be improved/adapted to help strengthen volunteering opportunities at your place of worship.



Training

- Builds confidence by extending skills
- Provides opportunities for learning for your volunteers
- Provides opportunities for that learning to be shared more widely within your group
- Demonstrates to funders that you are a group committed to developing your knowledge

Taylor Review Pilot Workshops

June 2019 – January 2020



Historic England



Links to useful resources – see page 14 in handout, Session 3: Developing a strategy to build capacity: internal (training, staff appointments, volunteer recruitment and management)



Examples of volunteering opportunities

- Conservation cleaning
- Visitor welcome / tour guides
- Bid writing
- Youth work development
- Engaging children and young people in ministry



Department for
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Paid Positions

Question to ask yourself about paid positions:

- Is there a genuine need for a paid role i.e. your change can't happen without one?
- Do you have sufficient reserves to buy-in paid external resources to support change?
- Do you need short term, specific support for a task (e.g. business planning) or longer-term operational support (e.g. events manager)?
- Could you consider including paid roles/support when applying for funding for your change?



If you have the resources to employ a paid member of staff or consultant that may give you the extra capacity you need to deliver change.

As part of your planning for change you'll have an opportunity to assess your financial resources to see if a paid position is viable, and if there is a real need to have one.

It is possible to ask for project staff time as part of funding bids, e.g. National Lottery Heritage Fund as for larger projects places of worship may not need to 'do everything themselves'. Some funders expect to see this and it may even let the application down if provision has not been made for how additional resources e.g. to develop a community engagement plan will be managed effectively.

Short term roles to deliver change

Example roles	Duties
Business plan consultant	To support the group to develop a realistic and viable income generation plan, that will illustrate the costs that will be expended post change, but also the likely income generated due to change. Output of work could strengthen funding applications
Heritage activity planner	If approaching a Heritage Funder, or if heritage activity is a main part of the change you are planning, this person could help formulate your ideas into a viable and achievable programme of heritage activity.
Fundraising officer	Working with Friends group or equivalent to help share the overall ambition of the project, help identify grant opportunities, co-ordinate efforts and applications, marketing and communications around the planned change

With consultants (Short term external support), need to ensure there is a co-creative process, ensuring groups feel empowered and confident with outputs, and not left feeling that they haven't contributed.

Long term role to help support the results of the change

Example roles	Duties
Finance Manager	Someone dedicated solely to overseeing the accounts for the whole site, organising annual audit, monitoring grants, gift aid, claims to Listed Places of Worship etc.
General Administrator	Someone to manage general communications, updates to website, magazine, manage the filing systems. Could include some of 'Finance Manager' duties?
Volunteer/Engagement officer	To focus on building up volunteer resource (recruitment/management/retention) and supporting partnerships outside your place of worship. To focus on specific areas of engagement such as with youth groups (schools/uniform groups)

Consider legal implications of becoming an employer if you aren't already (who will manage, handle Human Resources etc.?)

Can your change generate enough income to help support a longer term paid position?

Volunteering

- How to recruit people with the skills to support change (filling the 'skills' gap)
- How to manage and retain them
- How to manage your future volunteer capacity



Volunteer recruitment – What?

- Create volunteer role descriptions for recruitment
- Include key information so people have everything they need to know to apply
- Make the role appealing
 - Title – to pique interest
 - Benefits – what’s in it for me?



WHAT roles are you recruiting for?

Creating volunteer role descriptions for recruitment (Example in pack)

Like with the paid positions, bear in mind the type of volunteer role you are recruiting to, whether it’s short/fixed term (researcher) vs long term (trustees). The way you recruit and manage will depend on the type of role you are trying to fill. The same principles apply:

Include key information so that people have everything they need to know to apply. Such as:

- Place of worship context
- How much time they need to provide
- Key tasks
- What experience they need
- How to apply
- GDPR information

Make the role appealing:

- Devise interesting role titles that grasp the public’s attention – Crypt Keepers (Bristol); Heritage Detectives (Worcester)
- Provide examples of the interesting activity volunteers will be getting involved in (presenters to make sure you say volunteer activity and not ‘work’).
- Highlight how the activity they do will be beneficial to the place of worship and the local community
- Note how the role will benefit them e.g. transferrable CV skills or a chance to meet new people
- Many people volunteer to make new friends so, if possible do include a sentence about a social element of the role

Volunteer recruitment – Where?

- Advertise the role
- Consider how your advert might differ depending on your target audience
- Consider range of recruitment channels



WHERE are you going to find your volunteer recruits?

Adverts could be tailored to different groups. For example, a description for university students could focus more upon building skills and a role advertised locally could focus on friendship.

- Ensure that the tasks included are not be part of a paid role. *'The involvement of volunteers should complement and supplement the activity of paid staff, and should not be used to displace paid staff or undercut their pay and conditions of service'*. (Trade Union Congress) This can damage the reputation of the place of worship as they may be seen as exploiting their volunteers. In addition, a number of recruitment sites will not advertise the role if they feel it should be done by a paid member of staff.

- Where to advertise your role descriptions?

Doesn't have to cost anything, there are lots of free opportunities

- External websites: Do-it.org.uk, Vinspired (If arts & heritage based: Arts Council Jobs, University of Leicester Museum Jobs, Museum Association)
- Place of worship website or social media sites
- Local authorities: Libraries Arts and Heritage Services – could advertise at local libraries, tourist centres or museums

Colleges and universities: career departments or contacts within departments

- Local newspapers
- Local groups such as U3A, the WI, NADFAS, current volunteers or staff to hand out leaflets or posters to local history groups, cafes, community centres, Ramblers, social clubs
- Job centres
- Regional volunteer fairs

Volunteer recruitment – Who?

- Not just about filling gaps
 - Be flexible
 - Be inclusive
- NB Ensure when volunteers are recruited that they do not sign paperwork that could be seen as an employment contract



WHO can you attract?

Not just about filling gaps – people volunteer for different reasons (altruistic, self-development, obligation) – have different motivations.

Flexibility: If someone applies whose skills don't exactly fit the role try and think of how else they can be involved in the place of worship. Recruiting volunteers is a good way to increase local interest and support in the place of worship.

Volunteering can be beneficial to individuals and communities. Meeting people, having a new purpose and contributing can improve health and wellbeing and alleviate loneliness. It is also good for those who recruit and manage volunteers as it is rewarding knowing that members of the community are benefitting from the experience. Roles could be broken down into smaller manageable chunks depending on individual's capacity.

Inclusivity: Make opportunities open to different ages, background and cultures. Will bring a variety of skills, knowledge and opportunities but the volunteers themselves will enjoy interacting with those who are different to them. For example, young people and retired individuals will enjoy learning about each-others experiences. It will add to a cohesive community.

Ensure when volunteers are recruited that they do not sign any paperwork as this is not best practice and could be seen as a contractual agreement.

Activity 5 – Volunteer Recruitment

Activities 1 & 2 – skills audit helped you identify where there might be gaps in the skillset of your group in delivering change:

Using the volunteer recruitment planning template in the handout write down 3 skills are missing from your team?

Consider the following:

- Who might be able to provide these skills
- How to recruit this person as a volunteer?
- When they are needed
- Who will manage the recruitment

See page 8 of handout

Activity 6 – Volunteer role description

Read through the example volunteer role description in the handout and find elements that make it appealing to potential applicants.

Create your own volunteer role description using the template in the handout using appealing techniques.



See page 9 in handout for example and page 10 for template

Volunteer management

- Satisfaction and reward
- Volunteer Charter
- GDPR
- Volunteer Cycle
- Safeguarding



Satisfaction and reward

Find out why they want to volunteer and meet those needs to retain them

- Encourage ownership and innovation
- Autonomy
- Creativity
- Sense of engagement

Ensure there is enough capacity to manage the volunteers. Think about who will manage the volunteers once they have been recruited. Set up regular catch up meetings between them and one point of contact

- Regular training - invest in your volunteers
- Regular communication: volunteer bulletin (public recognition of volunteer achievements)
- Benefits: social events, a small gift to recognise support once a year
- With larger church groups, regular meetings with a set agenda, to include volunteer concerns
- A simple thank you

Volunteer Charter

- Outlines what your commitment is to that volunteer
- Support and training that will be provided
- Recognition and appreciation
- Tailor charter to suit your own capacity

GDPR

Personal information of volunteers. Address how you will only collect and store necessary info. and be clear on how that info. will be used, stored and shared e.g. in volunteer teams – are they happy for all volunteers to have access to their contact details or just one key person.

Volunteer Cycle

It is likely there will be a turnover of volunteers, particularly students who will prioritise study and paid work. Offering a placement to a university course may be preferable as it can count towards final credit. Music College good for organs, concerts, singing to test acoustics. Remember to do an 'exit' interview when people leave to review their experience.

Safeguarding

Please note that a Disclosure and Barring Service (DBS) check is only needed when a volunteer is directly working with children and/or vulnerable people. DBS checks protect the volunteers themselves, and those they interact with.

Why develop a Volunteering Strategy?

- Raise the profile of volunteering in your own Place of worship
- Help build a stronger and positive future for volunteering
- Help align volunteer development with what's happening locally or regionally
- Demonstrate to funders and others why you involve volunteers and what you achieve by doing so.



Your volunteering strategy will enable you to raise the profile of volunteering in your own place of worship and ensure its place in on-going conversations.

A volunteer strategy helps build a stronger and positive future for volunteering.

Your volunteering strategy will change and develop over time. However, your strategy should form the foundation on which your volunteering programme grows.

Aligning your volunteering development with key strategic drivers in your local area is critical in order to maximise the impact of your work, give yourself the best opportunity to draw on resources to do so and open up other opportunities.

Decision makers, funders and commissioners are increasingly recognising the positive contribution that volunteering makes.

Your volunteering strategy is both your promotional tool and your opportunity to demonstrate your commitment to volunteering both to your own volunteers and other organisational stakeholders. It is a tool of influence that can be used to tell funders and others the compelling business case of why you involve volunteers and the benefits of this.

A volunteer strategy should include:

- ✓ Aims – reasons for involving volunteers
- ✓ Who needs to be involved
- ✓ How you are going to recruit and support
- ✓ What resources you need
- ✓ Who is responsible for the strategy and when will you review.



What a volunteer strategy should include:

Aim – Reasons for involving volunteers?

1. WHY are you involving volunteers in your organisation or group?
2. What are your aims for running a volunteer programme - Support for your current service - Offer opportunities to people who want to volunteer e.g. People wanting to return to work or work experience - Change of career - People with a disability and/or impairment - People who want to be involved in your group due to beliefs/ideals - Access for marginalised and excluded communities

Strategy – What questions does your strategy need to address?

1. WHO might be affected by involving volunteers?
2. WHO needs to be consulted?
3. WHO else might help you in achieving the goals for your volunteering programme?
4. WHAT roles can be developed to engage volunteers productively, with meaning and value?
5. HOW are you going to attract, recruit and select your volunteers?
6. HOW are you going to support, supervise, develop and recognise your volunteers?
7. HOW do you keep everyone safe?
8. HOW to prove and improve?
9. WHAT resources do you need to achieve the above?
10. WHERE will these actions take place?
11. WHO has responsibility to ensure the strategy is being implemented?
12. WHEN will you review?

Session 4: Developing a strategy to build capacity - external



Partnerships

- Third party hire vs partnership?
- Identifying mutual benefit
- Managing expectation of what each partner can offer/provide
- Good communications
- Build up strength/trust over time



In earlier workshop ‘Places of worship and Wider Communities’ we talked in general terms about how you can work with external partners to offer a new use or activity at your site.

Building capacity through partnerships can be a simple way of enabling your change to happen without your group needing to do everything themselves.

Refer back to idea of maintenance co-ops (Stitch in Time workshop), working in partnership/co-operation to work collaboratively around maintenance.

Partnership working

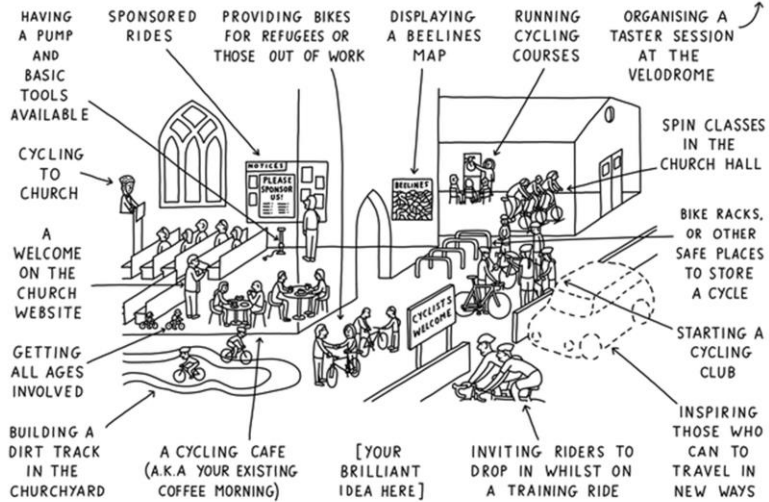


See the next few slides for examples of partnership working in the pilot areas
Greater Manchester and Suffolk

Manchester Diocese

CYCLING

WAYS YOUR CHURCH CAN WELCOME PEOPLE WHO CYCLE



THE CHURCH OF ENGLAND
 Diocese of Manchester
 CHURCH FOR A DIFFERENT WORLD

@davewalker



Example of partnership working in Greater Manchester

Website link in handout page 15/16

UKIM Khizra Masjid mosque, Manchester

The mosque provides a number of services and facilities for the local community ranging from jobs fairs to health awareness courses and vaccination sessions.

www.khizramasjid.org



Example of partnership working in Greater Manchester

Website link in handout page 15/16

St John the Evangelist, Hurst

- Part of the National Place of Welcome Network
- Community choir
- Wednesday welcome
- Craft groups x2 (adults and children)
- Friends run coffee mornings



Example of partnership working in Greater Manchester

Website link in handout page 15/16

Manchester Reform Synagogue, UK Jewish Film

Jackson's Row Film Club explores and discuss contemporary Jewish issues through the medium of film

The group also supports the Annual UK Jewish Film Festival, which runs in venues across Manchester and brings new audiences into the Synagogue



Example of partnership working in Greater Manchester

Website link in handout page 15/16

St James & Emmanuel Didsbury

- New kitchen and café provides a community café and a space used by different groups.
- Separate charity but closely aligned to church

"We believe in nurturing relationships, getting involved, not rushing on, and always having the kettle on, and a ridiculously warm welcome waiting for all ages and walks of life"



Example of partnership working in Greater Manchester

Website link in handout page 15/16

Angels and Pinnacles, Suffolk

- Diocese of St Edmundsbury and Ipswich developed a tourism brand to encourage visitors to 24 historic churches in Suffolk.
- Heritage routes and cycling trails, events for families and learning resources for children feature on their marketing website.



Website link in toolkit

Norwich Octagon Unitarian Chapel

- Venue for city initiatives including Norwich Science Festival, City of Sanctuary, Norwich Pride month.
- Summer and autumn community fairs raise funds.



Example of partnership working near Suffolk

Website link in handout page 15

St Michael and All Angels, Martlesham Heath, Suffolk

- Installation of a kitchen and café area provides a community café and a multi-use space
- Open 4 days per week – the only public space open during the day in Martlesham
- Community services including a dementia memory café, a knitting group and 'coding for codgers'
- Community groups including the local hospice and the police use the space for meetings and events



Example of partnership working Suffolk

Website link in handout page 15

Eye Parish Church Shop, Suffolk

- Now in its 26th year, the shop generates income which is put back into building maintenance and running costs.
- Stocks Fairtrade products as well as locally made produce.
- Also a point of welcome and information about the town for visitors.



Example of partnership working Suffolk

Website link in handout page 15

Walton Parish Nursing, Felixstowe

- Parish Nursing provides health advice, drop-in clinics and chair based exercises from churches and community halls.
- A registered charity, Parish Nurses is owned and run by 3 churches, Maidstone Road Baptist, Seaton Road Methodist and St Mary's Anglican Church.



Example of partnership working Suffolk

Website link in handout page 15

Joint Working Agreements

Written agreement which provides common reference point when working with another party

Can enable people outside congregation to help look after the place of worship- consider balance worship/secular activity

Understand legal duties and seek legal advice- **do you need permission from diocese or equivalent?**

Links to further guidance in handout



Many different forms of agreements- Identify and assess the risks involved before entering into a collaborative working agreement.

Your governing body is responsible for ensuring this is done at a level suitable for the nature and scale of the proposed collaboration. The greater the risk, the more formal your agreement needs to be. Examples of activities which bring higher level of risk- financial transactions, working with young people or vulnerable groups.

A joint working agreement could help build capacity- an issue raised throughout the Taylor Review Pilot, but congregation need to decide how much control they are prepared to share.

Faculty or permission may be required from dioceses to enter into any agreement.

The content of a joint working agreement should be **tailored to the specific needs and circumstances of your collaboration**, following considered input by the partner organisations and professional advice where necessary.

Working agreement section suggestions	Considerations
1. List both organisations constituted objectives/aims	How will the agreement help both organisations meet their objectives. Is the activity deemed 'complementary'?
2. Day to day arrangements	How much control will partner org have? What is expected of place of worship? Who is insured, for what?
3. Financial arrangements	Does hire/rental fee include utilities, equipment? What are tax implications? How often will the fee be reviewed?
4. Communications	Who is the main contact for each organisation? How do you share info between your organisations, and externally?
5. Scope of agreement	Specify period of validity and review period. What happens if breach of agreement, or either party wishes to change/terminate?

Some things to ask yourself when considering entering into a form of joint working agreements. Table outlines examples of headings that you might find in a joint working agreement, and a suggestion of what your place of worship can ask yourself and a potential partner.

1. Do the aims of the organisation you plan to work with strategically align? 'Complimentary' activity can have different legal implications
2. Day to day- devil in the detail. Manage expectations on both sides. Think through daily use. Who has a key? Who will set up, put heating on, disable alarm, clean up, put bins out etc? Where can people park? Do you want partner to think of the building as 'theirs'? Who is liable for what?
3. Finances- Will VAT, business rates be applicable?
4. Communications- Internal -EG section in parish newsletter, attend AGM? External-Use of partners logos, website, social media etc.
5. When will agreement be reviewed? Be clear what happens if lapses.

Activity 7: Identify potential external partners

- List three local organisations or contacts that might be potential partners to support your change.
- What do you think would be the mutual benefit/complementary activity
- Think about how you would approach them.



See page 12 in handout for template

Examples:

- If you are refurbishing a church meeting room – who might be the partners you'd look to cultivate to use that space on a regular basis?
- If you are planning more youth activities – who might be the partners who could help deliver those activities?

Recap aims for today

1. Feel comfortable mapping the skills and talents you already have in your group, and acknowledging the gaps.
2. Understand different governance and management structures, and be able to identify the most suitable for your group.
3. Feel confident developing a strategy to increase capacity.



Thank You

**Taylor Review
Pilot Workshops**

June 2019 – January 2020



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