

A Stitch in Time

Why maintenance and small repairs really matter



Learning Objectives

- Understand why listed buildings are important
- Understand how to approach a maintenance plan for your building
- Understand different approaches to getting maintenance work undertaken



Programme for the day

Refreshments on arrival	09:30 – 10:00
Welcome and introductions	10:00 – 10:10
Session 1: Listed Buildings	10:10 – 10:20
Session 2: Maintenance & Repair	10:20 – 10:50
Networking & Refreshments	10:50 – 11:10
Session 3: Maintenance Plan & Activity	11:10 – 12:00
Session 4: Case Studies	12:00 – 12:45
Networking & Lunch	12:45 – 13:15
Session 5 – Accessing Funding	13:15 – 13:30
Session 6 – Procuring a Maintenance Contractor	13:30 – 14:15
Networking & Refreshments	14:15 – 14:45
Session 7 – Maintenance Co-operatives & Activity	14:45 – 15:00
Summary and Q&A	15:00 – 15:30
Close	15:30



Introductions

Taylor Review: Setting the scene

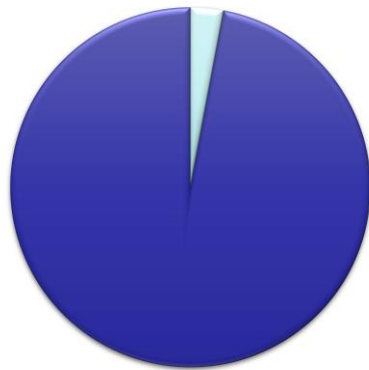


The Taylor Review Pilot is a project funded by the Department for Digital, Culture, Media and Sport (DCMS) and run by Historic England. The aim of the pilot is to test some of the recommendations of the 2017 Taylor Review: Sustainability of English Churches and Cathedrals and to provide free support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



■ Listed Places of Worship
■ Other Listed Buildings

'Repositories for the collective memories of local communities, (places of worship) deserve considerable respect and care'
Historic England, 2011



POWs 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 POW 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
- POWs 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 POW 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, 2017



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



Image: Graham White

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



Session 1: Listed Buildings & the implications

- What is a listed building?
- Why is your building listed?
- What are the implications of this for you and your place of worship?



What is a listed building?

A *building is listed* when it is of special architectural or historic interest considered to be of national importance and therefore worth protecting.

Aesthetic
value



Communal
value



Evidential
value



Historical
value



Why is your building Listed?

- Town and Country Planning Act 1968
- Planning (Listed Buildings and Conservation Areas) Act 1990

Listing designation – Grade I, II*, II

- Grade I buildings are of exceptional interest
- Grade II* buildings are particularly important buildings of more than special interest
- Grade II buildings are of special interest
- Locally listed

No matter the grade of listing, these are all considered to be special buildings of national importance!



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To find out more visit; <https://historicengland.org.uk/images-books/publications/dlsg-places-worship/heag124-places-of-worship-lsg/>

Listed Buildings in England

There are an estimated 500,000 listed buildings in England

- 2.5% listed buildings are Grade I
- 5.8% listed buildings are Grade II*
- 91.7% listed buildings are Grade II

Question: *What designation is your Place of Worship?*



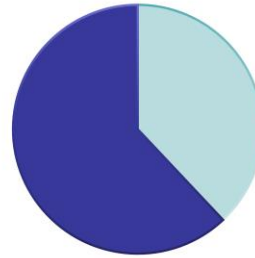
Listed Places of Worship at Risk

913 Listed Places of Worship are at Risk in England (6.2%)



■ Listed Places of Worship at Risk
■ Listed Places of Worship Not at risk

38% of Listed Buildings at risk in England are Listed Places of Worship



■ Listed places of workshop at risk
■ Other listed buildings at risk

Question: *Do you know if your Place of Worship is At Risk?*



To find out more visit; <https://historicengland.org.uk/advice/heritage-at-risk/findings/>

Why are historic buildings at risk?

At risk category for place of worship determined by condition (very bad, poor, fair, good)

The main threats are failing:

- Roofs
- Rainwater goods
- High level stonework



What are the implications of this?



Discussion point

To find out more visit; <https://historicengland.org.uk/advice/heritage-at-risk/>

Denominations with Ecclesiastical Exemption for Listed Building Consent



See 'Consent Process for Places of Worship' in handout for links to further information about the different Ecclesiastical Exemptions

These denominations have their own arrangements for handling changes to historic buildings which provide the same standards of protection as the secular system operated by local planning authorities.

See page 2 in handout for links to further information about the different Ecclesiastical Exemptions

Positives of Ecclesiastical Exemption

- Outside of the Local Authority Listed Building Consent system
- More support provided and expertise available than through the statutory system
- More information available specifically for listed places of worship
- More understanding of the needs of an active place of worship



Do you need to apply for consent?

- Will it affect the special character or historic fabric of the site?
- Does the task go beyond routine maintenance and small repair activity?
- Have you read the national planning requirements and requirements for permissions for your place of worship?
- Have you checked with your appropriate authority?

We would always recommend contacting the appropriate authority for further advice, even if you don't think consent is required for works.



Gutter and downpipe clearance



Gutter and downpipe repairs and/or replacement



Repointing, requiring raking out of 20th century cement mortar



Here are 3 different maintenance tasks, consider;

- Will it affect the special character/historic fabric of site?
- Is consent required?

See the next slide for a worked example

Consent required? Worked example

Building Maintenance / Repair Task					
	MAINTENANCE	MAINTENANCE	REPAIRS	REPAIRS	REPAIRS
	Gutter and downpipe clearance	Downpipe renewal requiring replacement of original rain water goods	Repointing requiring the raking out of inappropriate cement mortar	Repointing requiring the raking out of old fabric	Like for like repairs
Will it affect the special character/historic fabric of site?	No	Yes	Yes	Yes	No
Consent required?	No	Likely	Likely	Likely	Consult your decision making body



This is an illustrative example – it should be a case by case – not a hard and fast rule.

If you are doing like for like repairs it may be useful to consult relevant bodies (e.g. DAC) as ‘Like for like’ repairs can be misinterpreted if it isn’t fully understood what material would have been used originally. Eg cement repointing could be proposed where this has been wrongly used in the past - it would match what is currently there but it wouldn't be right. ‘Like for like’ repairs should only be used when necessary and when you are certain you are replacing original material - e.g. clay tiles on roof.

Due to the importance of specifying the right materials and techniques, it is recommended that you seek clarity from your deciding body, i.e. DAC, HCC, Local Authority or similar, to confirm whether consent would be required for any proposed work and that the works proposed are appropriate for your listed building.

Session 2: Maintenance & Repair

This session considers:

- *The importance of routine maintenance and small repairs*
- *When do "small repairs" become "large repairs"*



How Historic Buildings Decay

"Take proper care of your monuments, and you will not need to restore them. A few sheets of lead put in time upon the roof, a few dead leaves swept in time out of a water-course, will save both roof and walls from ruin". – "Lamp of Memory" from the Seven Lamps of Architecture, by John Ruskin



What is maintenance?

"*Stave off decay by daily care.*" - William Morris

Aims:

- Prevent, or at least slow down further building deterioration
- Conserve special qualities of building and protect significance
- Keep the building wind and water tight



The act of implementing programmed cyclical works, carried out on a regular basis, to keep a building from deteriorating or preserve an existing condition/situation.

The objective of the maintenance task is to protect the significance of historic fabric and keep buildings stable and weather-tight.

A maintenance task is one that extends the life of the building or the historic interest and contributes to the general upkeep of the asset using current good practice.

What is a repair?

Intervention to restore something that is damaged, faulty or worn back to a good condition

Historic England usually expects works to be carried out using materials which match the original unless there is a strong justification for an alternative material

Aims:

- Prevent further damage or loss of historic fabric
- Support improved site conservation



Not all repairs are made equal



Large Repairs

Large repairs are similar to small repairs to restore something damaged, faulty or worn. Whilst the aims are very similar, the level of skill, intervention, types of materials and whether consent will be required will vary.

Image one is a broken sash window cord to a timber sash window, the kind you might see in a utilities/office area of a historic church. This required the right tools and working knowledge of repairing a sash, together with some keen volunteers. SPAB have a helpful guide on routine maintenance and repairs of sash windows:

<https://www.spab.org.uk/advice/sash-window-maintenance>

The second is The window at St Kenelm's, Sapperton, (Churches Conservation Trust Church) before it underwent repairs and reinstatement. The latter required specialist input from a conservation architect and stained glass windows specialist.

Conservation repairs, rather than wholesale replacement, should be as limited as possible in scope but achieve conservation objectives. Repair work should reduce the risk that the building faces in a direct way, by preventing loss of or damage to important architectural features.

Historic England normally expects works to be carried out using traditional methods and

appropriate materials.

Activity 1: Maintenance & Repair

Look at the six images in the next slide and in groups discuss:

- *Which image do you think is a maintenance task and which is a minor repair task?*
- *Do you think any of these activities require consent? Why?*





All of these are subject to more details so when in doubt seek advice.

Possible Answers;

1. Leaves in gutter. Maintenance, no consent required

2. Vegetation in wall. Should be routine maintenance, however treat with caution as any damage this has done to the church walls will require repair. Generally consent not required if maintenance only, but consent may be required if tree or church yard is protected, or repairs to building required. Seek advice.

3. Lead flashing missing, some tiles damaged/ displaced. Maintenance, using like for like materials. Shouldn't require consent but again depends on extent of your work. Seek advice.

4. Repointing of stone wall. Repair. Might require consent, depends on extent of repointing required, location, wall, and whether approved specification for mortar mix is available. Seek advice.

5. Block gullies. Maintenance, no consent required.

6. Vegetation build up on north face of roof. Maintenance item. This may require discussion of how you're going to remove this, may need to provide detail of process but not go through formal consent process. Seek advice.

Session 3: The Maintenance Plan (MP)

This session considers:

- *What is a maintenance plan?*
- *Why is it important?*
- *Where does the information come from?*
- *How to develop a maintenance plan?*

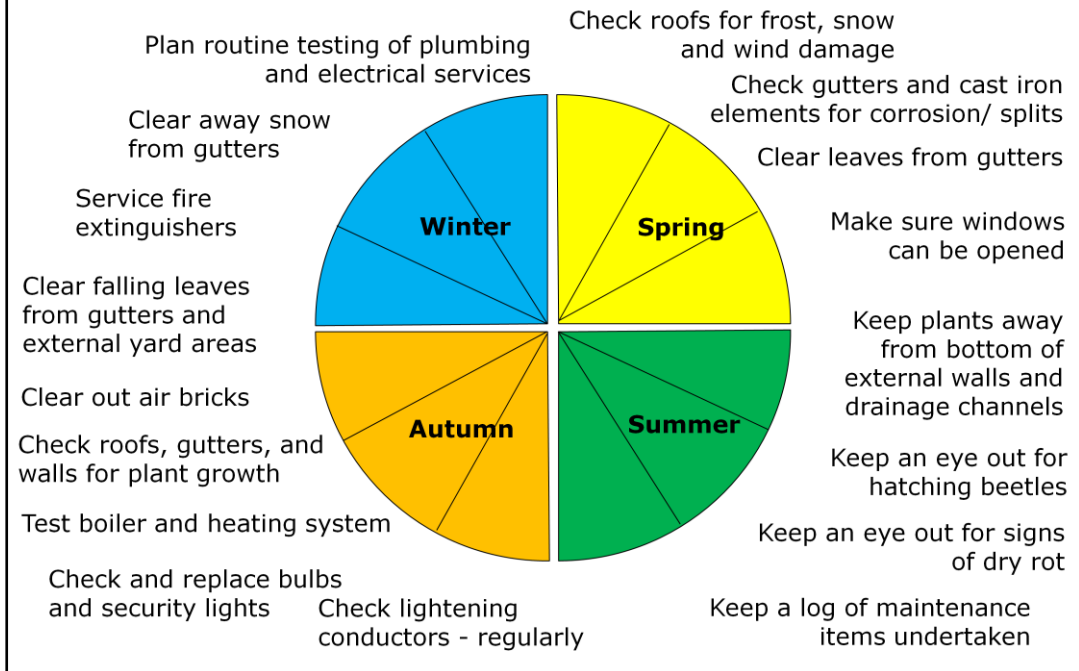


What is the Maintenance Plan?

- Outlines maintenance and repairs that should be undertaken at regular intervals
- Identifies maintenance that can be done in house.
- Used to inform budgets and future planning.



SPAB Faith in Maintenance Calendar



This template can be used for considering when to plan your maintenance

To find out more visit; <https://www.spab.org.uk/sites/default/files/SPAB-FIM-maintenance-calendar.pdf>

How to Create a Maintenance Plan




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A Maintenance Plan does not have to be in excel, it can be a written record or a check list, as long as you are comfortable using it – SPAB have tool kits

To find out more visit; <https://www.spab.org.uk/campaigning/maintenance-co-operatives-project/mcp-fim-resources>

A maintenance checklist developed as part of the Taylor Review Pilot can also be found on the webpage; <https://historicengland.org.uk/advice/caring-for-heritage/places-of-worship/churches-sustainability-review/>

What's in the Maintenance Plan?

Building Element
Maintenance Task
Responsibility
Frequency
Annual costs
Time of Year
Notes / Actions / Issues

Example Maintenance Plan

Building element	Maintenance task	Responsibility	Frequency	Annual cost	When
Roof areas generally	Inspect areas from ground and safely accessible points. Report any loss or damage. Look for debris on the ground.	Volunteer	After stormy weather / annually	N/A	March
Rainwater goods	Clear goods of debris, ensure overflows clear. Rod if necessary. Check guards are secure	Contractor	Twice per year	£200	May and November

Inspection Tools

- Clipboard
- Camera
- Screwdriver
- Torch
- Notebook and pencil
- Checklist
- Maintenance Log Book
- Binoculars
- Gloves

Activity 2: Inspection Checklist

Venue site inspection – putting theory into practice.

In small groups/with a partner undertake a visual inspection of the building, externally and internally.

Think about what building element you are inspecting, and what you need to be looking out for.

If you identify a maintenance task or small repair, think about if it would require consent.

You can use the HE maintenance template to help you, and there is a table in your handouts to make notes on as you walk around.



Use page 4 of the handout to make notes, and see pages 5 & 6 for examples of what to look out for when inspecting

Use a Common Sense Approach




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When inspecting your building, take a common sense approach. See image attached, it could be argued that vegetation should be addressed sooner than every 5 years to prevent roots growing into building fabric and getting worse

Baseline Survey

- Produced by Society for the Protection of Ancient Buildings (SPAB)
- A tool to identify and map out maintenance and repair needs
- Sets out a process for prioritising repair and maintenance needs



To find out more visit;

https://www.spab.org.uk/sites/default/files/HB26_Baseline_Survey_Completion_Guide.pdf

How does your inspection translate into maintenance?

Inspection Checklist	Y/N/Maybe	Action Required
Rainwater Drainage		
Are the rainwater goods blocked with leaves/debris?	Y	Remove leaves if safe, otherwise add to contractor maintenance list
Are rainwater drainage pipes free flowing?	N	Rod drains from base, if this doesn't clear them add to contractor maintenance list
Are there large shrubs growing out of gutters?	N	Inspect gutters in three months
Is there any rusting or holes in the guttering/ any leaks?	Maybe	Photograph and seek advice to understand level of intervention required.

Sample Maintenance Checklist for Community Groups

- ✓ **Make sure you and your volunteers are safe when undertaking maintenance tasks, check legal responsibilities and liability before undertaking tasks**
- ✓ Working at height is not advised unless the volunteer is professionally trained and has access to well-maintained equipment such as scaffolding, rope access system, etc (otherwise add to contractor maintenance checklist)
- ✓ Clear out rainwater drainage pipes, ensure drainpipes are flowing freely into rainwater gully (not into the surrounding garden/ or into water butt that is not overflowing)
- ✓ Rod drains (if safe to access, otherwise add to contractor maintenance checklist)
- ✓ Control growth of vegetation around the base of walls and keeping gravel channels free of weeds
- ✓ Oil/grease all hinges to doors as necessary (but not historic locks);
- ✓ Keep ventilation grills / bricks clear and open windows on dry days to let moisture escape
- ✓ Cut back planting away from the building to avoid damaging walls, blocking gutters and drains (dispose of cuttings off site)
- ✓ Sweep turret stairs and the upper stages of towers, steps down to boiler room, crypt or cellar
- ✓ Check plumbing for leaks and attend to them quickly. Ensure pipes are lagged
- ✓ Appoint qualified tradesperson to undertake regular service of electrical and gas installations, lightning rods and fire extinguishers
- ✓ Devise a maintenance plan – a schedule of the buildings element and their maintenance requirements. SPAB produce a template and maintenance calendar to assist with this.
- ✓ Check bird netting to ensure they aren't accessing the building/causing issues which block rainwater goods,

Community Maintenance Tools

- Protective eye wear
- Face mask
- Gloves
- Steel cap boots
- Trowel
- Secateurs
- Dust pan and brush
- Litter picker
- Garden waste bin bag
- Cleaning cloths
- Knee protectors

The Added Benefits

- Becoming an informed client
- Those responsible for the building have a better understanding of the conservation need, sensitivity, and planning context
- Demonstrating this can support future consent applications (either to Local Authorities or faith planning systems)
- It can also support funding applications – demonstrating to funders that you have assessed the proposed change with an awareness of the importance of conserving the building



Session 5: Accessing Funding

This session considers:

- Accessing minor repair grants
- Considerations when applying for grants



(the original workshop Session 4 'case studies' has been removed from this online resource)

Available Grants

National



Foundation Grant, £500 - £3,000

Cornerstone Grant, £10,000 - £50,000
(50% match required for both)



The Listed Places of Worship Grant Scheme, For works over £1,000
For VAT only



All Churches Trust, £1,000 to £5,000
(50% match required)

There are other grants available, some of which may be local to you.

See pages 8 & 9 in the handout for more information

Available Grants

Pilot Areas



Fabric repairs, reordering and some small improvement. Maximum grant of £10,000



Fabric repairs, some small improvement. Maximum grant of 10% of project.

GREATER MANCHESTER CHURCHES PRESERVATION SOCIETY

Building Maintenance. Maximum grant of £500



Building Maintenance. Maximum grant of £500

Grants available in the pilot areas of Suffolk and Greater Manchester, similar may be found in other areas.

Considerations

- Check that the group, building and project are eligible
- Consider what permissions you may need to have in place before applying
- Contact the funding provider to discuss your project
- Be mindful of the application submission dates
- Allow yourselves plenty of time to complete the application
- Be aware of the level of match funding required
- Consider any reporting obligations and whether you have resource to complete this

Always read grant guidelines and where possible speak to the grant provider about the scheme before preparing an application.

Session 6: Finding a Contractor & Completing the Works

- Types of maintenance projects for which you might need a contractor.
- The project process, from deciding on what the works will be, through to the works taking place on site.



Types of Projects



Small Repair



Maintenance



Safety Checks



Getting Help With Your Project

Greater Manchester



Historic England



Salford City Council



MANCHESTER CITY COUNCIL



Help available in pilot area Greater Manchester

Look to your local authority for help with your project

Getting Help With Your Project

Suffolk



Historic England



IPSWICH
BOROUGH COUNCIL



Help available in pilot area Suffolk

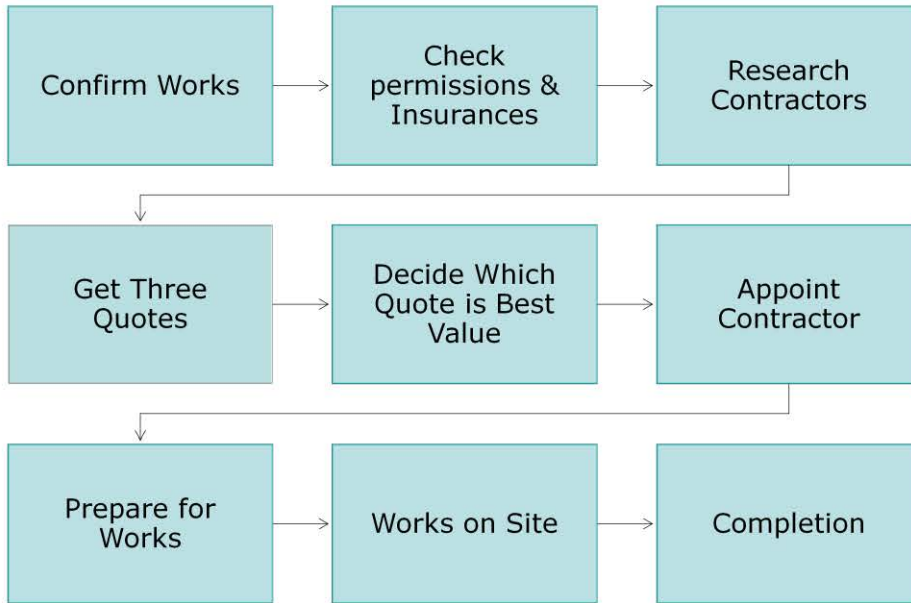
Look to your local authority for help with your project

Considerations When Commencing a Maintenance Project

- Size and complexity will influence project
- Costs can escalate quickly therefore prioritise works
- Can efficiencies can be made?
- Do you require a specialist or professional adviser?



Project Process



Confirm the Works – Questions to Ask

WHY?

WHAT?

WHERE?

WHO?

WHEN?

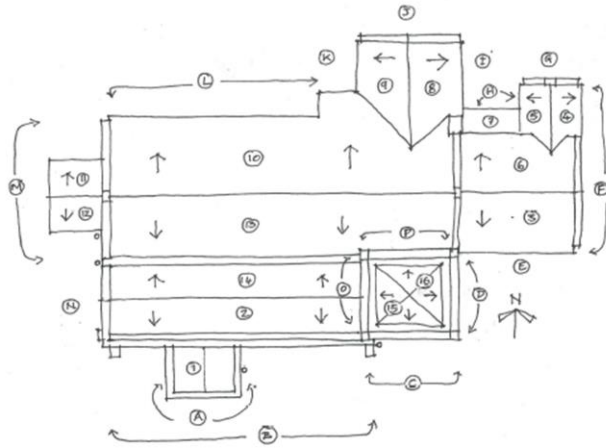
HOW?

Answering these questions will help you understand the complexities of the project, and help your contractor to appropriately cost your project, limiting increased costs.

You may need support from an architect, surveyor or specialist to help you answer some of these.

See page 8 in the handout for example

Communication Tools



Marked up roof plan based on floor plan and Google aerial view

Examples from SPAB maintenance co-operative resources, see resource sheet for link



Southwest corner showing nave and transept roof abutment at 45°



West end showing valley between nave and south aisle



To find out more visit;

https://www.spab.org.uk/sites/default/files/documents/MainSociety/Campaigning/HB2_8_Drawing_Floor_and_Roof_Plans.pdf

Check Permissions & Insurances

- Are your works maintenance only?
- Do you need consent?
- Check your insurer's requirements
- Other statutory permissions?
- Do other regulations apply?

If you don't know or aren't sure then seek advice from a suitably qualified professional





See pages 12, 13 & 14 of the handout for things you should consider when researching a contractor, getting quotes for works and reviewing quotes.

Worked Example of Three Quotes

Include breakdown of each, and show how you might evaluate these

Contractor	Price	Accredited?	Response to Brief
Contractor A	£800	N	Answered full brief
Contractor B	£750	Y	No price for access
Contractor C	£1,000	Y	Answered full brief



Appoint the Contractor

Formalise the agreement in writing, confirming:

- **What** the works are
- **Where** the works are
- **How** much the works will cost
- **When** the works will start and finish
- **Who** will undertake the works
- Main **contacts** and contact details
- **Reference** any other relevant document, e.g. the schedule of works and the contractors quotation, reference method statements



See page 15 in the handout for further information

Preparing for the Works

- Review contractors plans
- Check insurances
- Outstanding surveys
- Confirm works area
- Photograph working area
- Agree site rules
- Inform users/neighbours
- Cancel/ postpone other contract works?
- Reiterate that the site is a place of worship
- Anything else?



Works on Site

- Respect contractors health & safety requirements, ensure that they maintain a safe working environment
- Regularly communicate with contractor and update building users about the works
- It's ok to speak to the contractor to raise concerns about health and safety...



Project Completion

- Check works are complete as per schedule and specification
- Request photos are taken of completed works
- Agree final invoice
- Make final payments
- Ensure site is left clean and tidy
- Inform funders (and do final claim) / insurers
- Undertake any evaluation required by funders
- Apply for VAT refund to The Listed Places of Worship Grant Scheme (if applicable)



Session 7: Maintenance Co-operative Partnerships

- What are Maintenance Co-ops?
- Lesson Learnt
- Examples
- Opportunities to create a Maintenance Co-op
- How to Create a Maintenance Co-op



What are Maintenance Co-ops?

- Set up in 2013, funded by HLF
- Practical support to volunteers on identifying and prioritising maintenance needs
- Worked in 5 areas across the country
- Setting up 20 Maintenance Cooperative Partnerships
- Set up to support groups to set out a clear route of addressing maintenance needs

Video: <https://vimeo.com/208635393>



To find out more visit;

https://www.spab.org.uk/sites/default/files/images/MainSociety/Campaigning/MCP_report.pdf

Video: <https://vimeo.com/208635393>

What are Maintenance Coops?

Working in five regions across England and delivering a further five 'Co-op Minis', the Maintenance Co-operatives Project built on the success of [Faith in Maintenance](#) and assisted places of worship not only with training but also gave practical support to gather volunteers, carry out baseline building surveys and turn all that knowledge and enthusiasm into maintenance plans and practical working parties. The project came to an end in 2017, but through the legacy of information, knowledge and experience the work goes on.

What is preventative maintenance?

Preventative maintenance is a set of simple but effective tasks which are carried out throughout the year to help stave off the development of big expensive problems. These tasks are not invasive, nor are they repair work that should be carried out by a specialist contractor. They might include walking round the building with a pair of binoculars - one of our survey sheets to spot problems such as slipped tiles, blocked drains and damp

patches - or you could find yourself tackling overgrown plants or learning how to protect water pipes from frost. If your building has a Quinquennial Survey, these annual activities can be tailored to complement it.

What are the goals of the project?

In short, to protect places of worship from falling into disrepair. We aim to do this by:

Creating a series of locally-based networks – maintenance co-operatives - to share good maintenance practice and help the people responsible for places of worship to take good care of their buildings.

Providing training for churchwardens, fabric officers, property stewards and other volunteers responsible for the care of places of worship to the point where they can confidently look after day-to-day maintenance issues themselves.

Supporting the recruitment of new volunteers to help look after historic places of worship.

Sharing good maintenance practice with the wider community – both locally and nationally.

How did the Maintenance Co-operative Project come about?

The scheme is the successor to the SPAB's Heritage Lottery Fund (HLF) -backed Faith in Maintenance project which ran for five years between 2007 and 2012. It was a huge success and delivered 150 training courses to around 5,000 volunteers who learned all about caring for their local historic places of worship.

How is the project funded?

The HLF awarded a grant of £907,400 towards the total cost of £1,202,050, which enabled the three year project to start in the winter of 2013. The project was also supported by a number of national and local partners. Find out more on our Project Partners page.

Where next?

Funding came to an end in March 2017, we are no longer able to provide free training, but you can access all the resources we have developed via the SPAB website

The Maintenance Co-operatives Project focussed on five regions: Cumbria, the North East, Lincolnshire, Herefordshire and Worcestershire and the South West. As expected, the project evolved differently in each region, producing a range of models for co-operative working, challenging us to develop training days that responded to differing local needs while attracting a wide range of people. This variety makes it hard to pinpoint just what made a co-op a co-op, but we can say that unerring enthusiasm and love of good cake were unifying ingredients!

Two years into the project, and with nearing thirty Co-operatives up and running in our five core regions, word had begun to spread. It was the ambition of the project to inspire volunteers across the country to pick up on the model and develop their own versions of Maintenance Co-operatives, but without local project officers outside our core regions we had to find a way to achieve this.

The 'Co-op Minis' were born.

The aim of the 'Minis' would be to deliver 1–2 days of training covering all aspects of putting together a Maintenance Co-op. Delegates would be invited from several places of worship in an area to a 'host building' where they could learn how to carry out baseline surveys, find out about essential maintenance activities and develop maintenance plans. Returning to their own buildings as ambassadors, delegates could then continue the work under their own steam, confident that they knew what to do. To help them get started, delegates were to be provided with an Maintenance Co-operatives Project kit box full of essential equipment. They were also to be mentored and supported by the MCP team.

Applications for 'Minis' were invited from across the country. However, when the delighted Maintenance Co-operatives Project team received twice the number of applications for the places available it had to make some difficult decisions. In the end there were four stand-out applications - from the Rhondda Valley (our first project in Wales), Manchester, Nottingham and Coventry.

Since then [National Churches Trust](#) has commissioned the Maintenance Co-operatives Project team to deliver four further 'Minis' as part of their Heritage Lottery funded church maintenance project in York, Doncaster, Leeds, Manchester and Sheffield.

Cumbria Maintenance Co-operative

- Cross denominational (Church of England, Roman Catholic, Methodist, Evangelical, Baptist, United Reformed Church)
- Training delivered across a number of areas
- Focussed on medieval churches to assets under 20 years old
- Working with 18 local volunteers

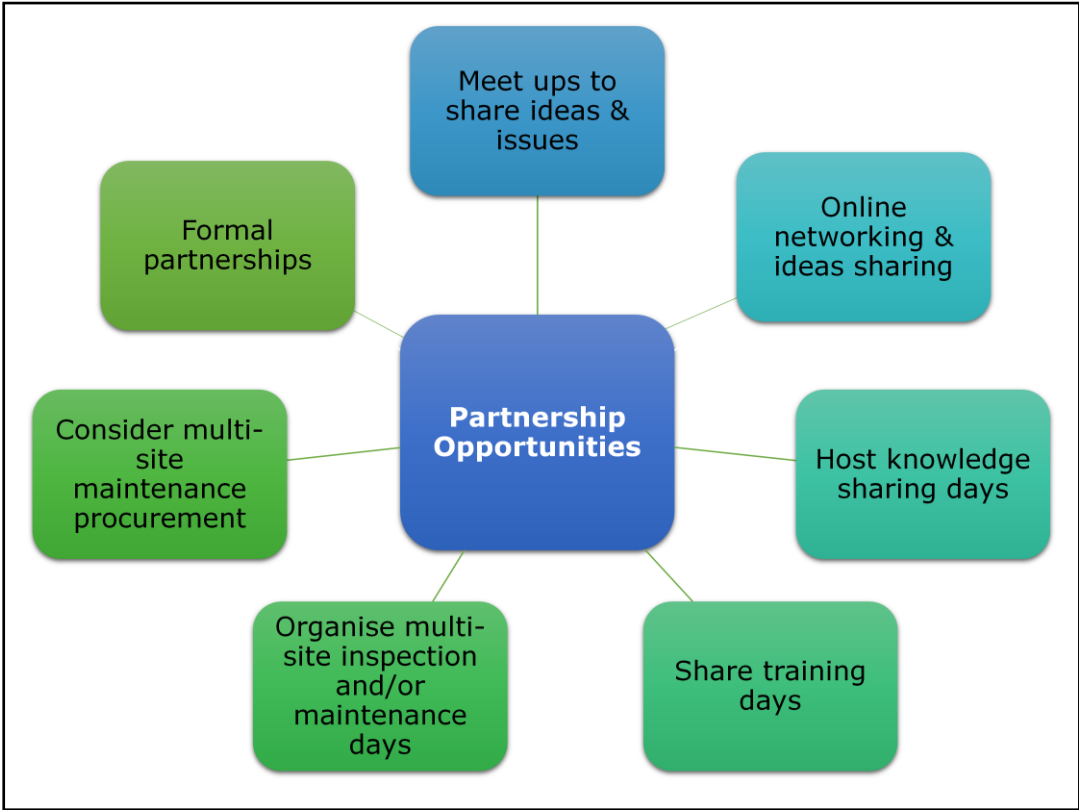


Example of working maintenance co-operative

What are the Key Lessons from the Cumbria Co-op Pilot Project?

Maintaining buildings is not just about knowing what needs to be done and how, why and when to do it, but also about having the capacity to carry out those tasks.





Partnership Opportunities For Your Place of Worship

In your groups (arranged as geographically as possible!) discuss the following around possible partnership work on maintenance:

- How could you see a co-op/working party being developed for you?
- What are the challenges? How might these be overcome?
- What information/ support do you think you'd need to make a partnership/co-op happen?



Workshop activity

Learning Outcomes

- Understand why listed buildings are important?
- Understand how to prepare a maintenance plan?
- Understand routes to achieving works on your building?



Thank You

Taylor Review Pilot Workshops

June 2019 - January 2020



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