

Christ Church Reordering – Options Paper

Summary

This paper describes the background to and identifies six options for the reordering of the interior of the Christ Church building –

1. Base Option - Continue as we are (i.e. already drawing on reserve funds)
2. Fix roof and limited reordering
3. Fix roof and medium reordering
4. Fix roof and extensive reordering including rebuilding the Church Centre
5. Radical reordering
6. Close the church building

The assumption is made that the leisure centre will continue in service for the medium term, and so options 1, 2 and 3 are likely to be the realistic range for consideration. All except the first and last options would require fundraising, possibly including the appointment of a fundraiser.

Option 1 is not sustainable beyond the medium term. If option 1 were to be adopted then we would at some time be forced to consider option 6 if there were no serious interventions to address some of the essential items identified in the Quinquennial Inspection.

Recommendations are made for consideration by PCC members on 23 January 2010, and for decisions by the PCC at the meeting on 25 January.

1. Introduction

The primary objective of this options paper is to facilitate the making of informed decisions, by the PCC, about the future of the reordering project and about the level and scale of funding commitment for any fundraising programme. This follows the rejection of the bid for lottery money for the roof, and the initial discussions with fundraising consultants.

The paper attempts to summarise the development of thinking on reordering in Christ Church, up to the present, and to identify a set of options for reordering. In this paper, it is recognised that reordering work is separate from essential maintenance work. However, the options are an attempt to view reordering and maintenance as two complementary (or parallel?) interconnected elements in the life of the building.

Option 1 is the base option and is as the 2010 PCC budget. This option already draws on reserve funds and makes no provision for maintaining the condition of the building and, if adopted, will mean a deterioration in the building condition. Currently we are not putting in the resources to maintain, or improve the condition of the building. Option 1 is therefore not sustainable.

Option 2 includes the minimum essential work identified in the 2009 Quinquennial Inspection (QI, Ref. 90). It is important that the PCC and the congregation should be fully aware of the scope of essential work that needs to be carried out (over a time period of approximately 20 years) as identified in the QI. This essential work and preventative maintenance work as summarised in Option 2 still incurs a considerable amount of money.

Once the PCC have discussed the paper, it is hoped that thinking can be disseminated to the wider Christ Church community.

Appendix A outlines the risks and opportunities and fund-raising implications for each option.

Appendix B summarises the development of thinking on reordering since approximately 2000.

The Reordering Group has made many visits to churches which have undergone reordering, and accumulated ideas and suggestions. Many of these are about heating, eg underfloor or heated pipes along the pews.

2. Why? Drivers and Parameters

2.1 Why

Internal Drivers

Building maintenance driver

- (i) The Building Fabric Quinquennial Survey (Drake & Kannemeyer, Ref. 86) states (paragraph 2.3.1) that the **church roof** needs complete replacement within the next 5 years. This report (and also the QI, Ref. 90) led to the preparation of the lottery bid (Ref. 96) which was also supported by our architect's letter (Ref. 95). The bid was unsuccessful. The feedback from English Heritage (Ref. 99) was that "The joint decision of English Heritage and the Heritage Lottery Fund is that we will not be offering a grant to your project. This is because the work you propose is not clearly urgent." The options are to continue to patch and repair the roof, and/or to plan for phased full replacement.

Building maintenance (and reordering) driver

- (ii) The church **heating system** is now very inefficient and unreliable. Spare parts are no longer available so that the number of functional heaters will reduce as they are cannibalised. It is not expected to last more than five years.

Reordering Driver

- (iii) There are drivers for change relating to the building itself, which has been a major landmark in Swindon for 150 years and celebrated in poetry by Sir John Betjeman. It is frequently photographed. It needs to be maintained in a safe and dry state to be passed on to future generations, attention to the roof and walls is important here. The inside of the building can appear quite dark (Simon's Vision Statement June 09, Ref. 94). The timing of the spire works was accelerated by the threat to close the church because of the risk of falling masonry.

Reordering Driver

- (iv) Christ Church is the civic church of Swindon and needs to be able to accommodate major functions such as civic funerals. 30+ weddings are booked for 2010 (a major source of income).

Reordering Driver

- (v) The findings from the recent community survey (Ref. 98) should be used to identify the needs of the local community. A clear understanding of the views and aspirations of the congregation is essential.

External Drivers

Building maintenance and reordering driver

- (vi) Drivers for change from the external community include, for example, statutory requirements such as emergency floor lighting for public concerts. Access for disabled, eg wheelchairs, will be an increasing problem with an ageing population.

Reordering driver

- (vii) Other community events such as the Autumn Fayre and the Christmas Charity market bring people together and help reverse the decline of community. Christ Church does seem to be a good concert venue (Ref. 76).

Building maintenance and reordering driver

- (viii) Climate change issues are relevant - improving the heating to minimise CO2 emissions would help mankind (and our ecological credentials).

Reordering driver

- (ix) Religious celebrations such as Christmas are still popular, but there is generally a decline in religious observance, resulting in less funding from congregations. So we may need to consider different congregational scenarios looking forward eg– high growth, no growth, etc as considered by the Bristol Diocesan Strategy for Growth (to confirm Ref.).

Building maintenance and reordering driver

- (x) The views of the amenity groups such as English Heritage and the Victorian Society will need to be taken into account as Christ Church is a Grade 2* listed building.

2.2 Parameters

The development of a reordering strategy has needed much thought, largely on account of the many and varied “open-ended” parameters. There are two types of parameter – technical and faith. These parameters need to be assessed as part of preparing a plan.

Technical parameters can be identified and measured more easily than faith parameters, and are more amenable to analysis.

Technical Parameters

Technical Parameter 1 Programmed maintenance

The maintenance parameter is whether to set for active, programmed maintenance of the building plant, or to adopt reactive maintenance. Whether to adopt all, or some of the recommendations of the Quinquennial Inspection and the Asset Management Plan (Refs. 86 & 87) possibly on a prioritised basis.

Technical Parameter 2 Remaining Life of the Church (Leisure) Centre

The remaining life of the Church Centre is uncertain. It may last 20 years or only 5. It is very actively used nearly all the time by different community groups, and provides a source of income, which would be lost if the groups were to relocate. Not many of them could use the interior of the church as it is now. This paper assumes that the Church Centre remains functional for the foreseeable future.

Technical Parameter 3 Finance and management

To what extent should the church buildings pay for themselves?

Faith (or Prophetic) Parameters

The term “faith parameters” is used to refer to the spiritual aspects of the congregation and of the wider local community.

Faith Parameter 1 Prophetic – what God wants.
Can this be understood through prayer?

Faith Parameter 2 Outward or inward looking church
There is a need to strike a balance between attending to these spiritual needs and spending time on buildings. One of the best things about Christ Church (i.e. the church people, not the building) is its wide spectrum. It seems to cater for a wide range – from the formality of Choral Evensong to the less formal service at 11.30 on Sunday. This parameter is the balance between internal development, external reach, and the commitment to buildings. We can't press ahead on more than one front? The spiritual needs of the community may be clarified by the outcome from the Community Survey (Ref. 98). There is a constant human need for spirituality, despite the polarisation and fragmentation in faith in Britain together with a decreasing basic knowledge of the Bible. This is evidenced by the numbers of people who attend services at Christmas, baptisms and remembrance for those who have died. This parameter includes the community needs of Swindon.

Faith Parameter 3 Worship Style
There is increasing use of audio-visual aids during services; these reduce paper. These may be more familiar to younger attendees; it would be helpful to facilitate these with a permanent set-up of projector and screen.

Faith Parameter 4
The level of commitment to the Old Town Partnership.

Faith Parameter 5 Level of energy, commitment and motivation
Church community commitment. Level of confidence in the organisational and fund-raising committees

3. Roles and Responsibilities

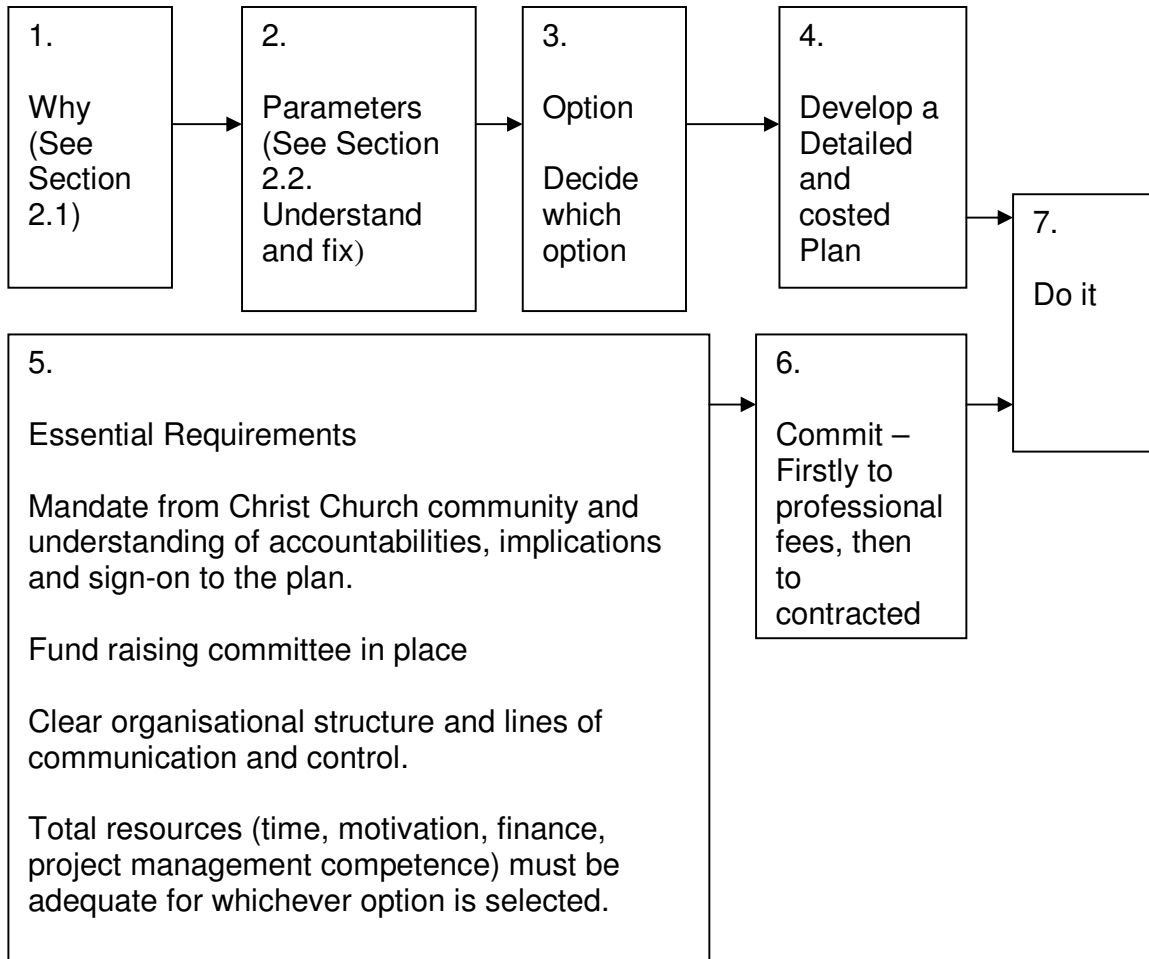
The PCC is the governing body of Christ Church with St Mary's. The PCC is advised by:

- Standing Committee
- Clergy and Lay Ministry team,
- Buildings Committee
- Re-Ordering Group.

Other interested groups include the Friends of Christ Church (in which was the management structure for the Skyline Appeal), and those which use the church often, including the Director of Music and the choir (Tim Eyles' letter, Refs. 76 and 91a) bell ringers etc.

4. Logic

A suggested framework for the logic is shown in the diagram below.



5. Finance

The present budget situation at Christ Church is difficult. The PCC have agreed a budget for 2010 on the basis of a £5,000 deficit which will have to be met by reserves, should giving not increase over the coming year. This budget includes no provision for fees for fund raising activities. There is no spare cash available.

The outstanding quota for 2008 has been abandoned. Future quotas will be based on what parishes think they can afford with advice from diocesan giving advisers (Ref. 105).

Legal advice has established (Ref. 92) that the money from the sale of the Church Hall can be used for reordering the interior of Christ Church.

A significant proportion of the money for the spire repairs came from PCC reserves. See Appendix B.

Gill Moody of Craigmyle, the best of the fundraisers, gave valuable initial advice (Ref. 100). She pointed out that fundraisers would expect to be paid regardless of the level of funds raised. She noted the need for a high level of commitment from the Christ Church community in order for any major fundraising programme to be successful, and that the bulk of funds (70%) would need to come from the Christ Church congregation. With the recession and forthcoming tax increases, there is likely to be decreasing material wealth among the congregation and wider community, with less money available for giving.

Business methods such as a simple payback period or discounted cash flow calculation could help to identify which option is best financially. But these methods depend on the figures identified for input. These figures would be identifiable for a new heating system, but for wider reordering options there would be too much uncertainty.

6. Opportunity and Risks

We have the opportunity to make even better use of the building (as advised by J Beauchamp, 2002, Ref. 29). We still have a significant skills base of professional skills.

There are however risks associated with any proposal for change. In this case, the risks can be considered in two areas – the risk of trying to do too much, and the risk of not doing enough.

The risks of trying to do too much by way of reordering relate to the time and effort involved. Advice from another church undergoing the same fundraising discussions (Ref. 100) was that there is a need for an active executive group to liaise with the fundraiser, and a full-time “development office”, with adequate staffing, with the right skills and training, and time to commit to any fundraising project. There is a risk of “burn-out” (Ref. 102).

On the other hand, there are also risks of doing nothing. Funds have already been spent on surveys and architect and legal fees; fundraisers’ fees may be committed. There is a risk of loss of momentum associated with deferral of reordering work, which will lead to negative views in the congregation.

There is a significant risk of lack of “sign-on” from the congregation in the absence of adequate clarification of the drivers for change.

There is a very significant risk associated with the next quinquennial inspection in 2014, if the inspecting architects recommendations are not acted upon.

Society in general is now more risk averse resulting in the need for risk assessments and fears around liability and litigation.

7. Options

All options except the first and the last will require significant fundraising. The appointment of a fundraiser will require the establishment of a project management group with clear roles and responsibilities for project managing and overseeing the work.

It is recognised that, following discussion, it is likely that these options will need to be developed and refined, or even largely re-cast. In addition, timing is always an option. For example, a longer initial timeframe might be considered. Whilst acknowledging the risk of losing momentum, deferral for a period (6 months, 12 months) could be applied.

Option 1 – Base Option - Continue as we are (i.e. as 2010 Budget)

Option 1 is as identified in the 2010 budget (Ref. 104). The 2010 budget includes £6,500 for Church maintenance, but does not include any provision for repairs. The 2010 budget includes no provision for architect's or fund-raising consultant's fees. Under Option 1, any necessary repairs to the roof or to the heating system (as it gradually deteriorates) or the Church (Leisure) Centre, would need to come from reserves or from further ad-hoc appeals to the congregation. This option already draws on reserve funds and makes no provision for maintaining the condition of the building and, if adopted, will mean a deterioration in the building condition. Option 1 is therefore not sustainable beyond the medium term.

Option 2 – Limited Reordering and Roof Repair

Option 2 includes the minimum recommendations identified in the 2009 Quinquennial Inspection 2009. The highest priority is the roof repairs, which are recommended within a period of 12 months. Work recommended within the Quinquennial includes the phased renewal of the roof, on a prioritised programme.

The Quinquennial Inspection also recommends that consideration be given to the installation of a new heating system.

The QI suggests that interior work (e.g. including reordering) could be carried out in parallel with the roof replacement. Limited reordering might include some of the following:

Limited pew removal at the front of the nave. Attend to floor as necessary.

Limited pew removal at the back of the nave to allow more circulating space.

Draught proofing - possibly a secondary glass door in the West archway of the large wooden doors.

Improvements to the sound system

Replacing the floor in the north transept to improve the acoustic.

Leave the dais in place.

Limited cleaning eg remove cobwebs and dust.

Option 3 Medium Reordering and Roof Repair

Replace the roof with a new one, possibly with solar panels and insulation.

New heating system (as option 2).

Remove some pews at front (as option 2).

Remove enough pews at back of nave to allow the installation of a glass screen with extra doors for heat retention.

Remove all pews in north or south aisle to allow for kitchenette

Possibly remove some or all pews in south aisle to allow circulation

Consult architect about the location of a toilet

Remove the dais and have a new hard flat floor right across the transepts and crossing

Cleaning as option 2, but possibly get the walls professionally cleaned after the roof is finished and maybe take professional advice about cleaning the stained glass windows.

Installation of a permanent projector and possibly a central screen under chancel arch.

Improvements to the lighting

Heating system as Option 2 or possibly including under-floor heating system with zonal control, or ground source heat pump.

Move the Font and improve the sightlines for the liturgy.

Option 4 Reordering – New Leisure Centre

Option 4 – as Option 3, but including the replacement of the Church Centre with a new one next to the church (possibly in line with ideas identified by Terry Hopegood in 2001).

Option 5 Radical

Option 5 involves, for example, the installation of a balcony level at the narthex at the back of the church: this was Phil Ashby's vision.

Could include a conference centre, or a block of flats.

Option 6 Catastrophic

The catastrophic option is to close the church.

In the event of complete failure and redundancy of the Christ Church building, the congregation would have to seek to move elsewhere, for example, worship at Upham Rd. It has been suggested that there will eventually be state support for church buildings as part of the British heritage.

8. Conclusions

1. This paper has been prepared in response to discussions at the Reordering Group meeting in November 2009. An initial draft of this paper was discussed at a meeting of the Reordering Group and Standing Committee, held at the Vicarage, on Monday 14 December 2009.

2. The purpose of this paper is, by outlining options, to facilitate the development of thinking and the making of informed decisions, by the PCC, with respect to the reordering of Christ Church, and about the level and scale of funding commitment for any fundraising programme. Six options have been identified and, for each option, the risks and opportunities and funding implications have been summarised.

Option 1	Base Option - Continue as we are
Option 2	Fix roof and limited reordering
Option 3	Fix roof and medium reordering
Option 4	Fix roof and extensive reordering including rebuilding the Church Centre
Option 5	Radical reordering
Option 6	Close the church building

3. Option 1 is the base option and is linked to the 2010 PCC budget. Option 1 is not sustainable beyond the medium term. If option 1 were to be adopted then we would at some time be forced to consider option 6 if there were no serious interventions to address some of the essential items identified in the Quinquennial Inspection.

4. Option 2 is linked to the minimum essential work identified in the 2009 Quinquennial Inspection (QI) and is consistent with the recent Heritage Lottery Fund bid. The essential work as included in Option 2 still incurs a considerable amount of money, and it is important to ensure that the PCC and the worshipping community are aware of the cost implications of Option 2.

5. The central idea is that there is a set of drivers, and also a set of parameters. These are identified in this paper. In order to establish what it is we are trying to achieve, the drivers and parameters need to be identified and understood, and where possible, set.

6. Reordering and essential maintenance are separate things, and although they have separate drivers, some of the drivers are common to both. The identification of the options enables reordering and maintenance to be seen as two complementary (or parallel?) interconnected elements in the life of the building. The options identified necessarily include parts of essential maintenance and reordering.

7. This paper attempts to identify the logic of the reordering process. A logic diagram is given, in which a set of essential requirements (conditions) are identified (for application to Options 2 – 5). These essential requirements are:

- (i) There must be a mandate from Christ Church community and understanding of accountabilities, implications and sign-on to the plan.
- (ii) A Fund raising committee must be in place.
- (iii) There must be a clear organisational (i.e. project management) structure and lines of communication and control.
- (iv) The total resources (time, motivation, finance, project management competence) must be adequate for whichever option is adopted.

9. Recommendations

1. This paper should be used a basis for discussion at the 23 January 2010 PCC discussion meeting.
2. The objective of the 23 January meeting is to promote understanding of the logic behind the development of thinking on the reordering process.
3. The outcome of the meeting should be the production of a statement identifying the option(s) that the PCC favour, for consideration and agreement at the PCC on Monday 25 January. The outcome from the meetings should include recommendations on fund raising policy, particularly with respect to the scope of fund raising professional services offered by Craigmyle.
4. Further work will be dependent on the outcome of 2 and 3.

References

- 15 Terry Hopegood Feasibility Study. June 2001
- 16 Constitution of The Friends of Christ Church. 23 September 2001
- 17 Terms of Reference - The 150th Anniversary Appeal. (Skyline Appeal). 11 Oct 2001.
- 28 Vision for current and future use of Christ Church by local community. S Stevenette. Included architects brief. 24 Oct 2002
- 29 Congregational Talk. John Beauchamp, 15 December 2002.
- 35 Christ Church Interior meeting. 10 May 2003
- 62 Thanksgiving event. February 2006
- 75 DAC Visit. 30 June 2007
- 76 Letter to Reordering committee. T Eyles. 28 August 2007
- 79 Christ Church visit- Andrew Mottram. 1 Dec 2007
- 83 Report to the PCC by the Reordering Group, recommending to PCC the commissioning of a Conservation statement, and an Asset Management Plan. 10 March 2008
- 84 Congregational survey – McLauchlin Ross (August 2008). Results included in the Conservation Statement (Ref. 89).
- 85 Architect interviews - Recommended Antony Feltham-King as architect. 6 Sept 2008
- 86 Building Fabric Quinquennial Survey. Drake and Kannemeyer. October 2008
- 87 Condition Appraisal – Christ Church Swindon. Drake & Kannemeyer. (Chartered surveyors, Godalming) 14 November 2008

- 88 Draft Conservation Statement. McLauchlin Ross LLP. October 2008
- 89 Conservation Statement (final version). December 2008
- 90 Quinquennial Inspection of the Church. A Feltham-King. January 2009
- 91 Brief to Architect. S Stevenette. 6 April 2009
- 91a Time Eyles email. 7 April 2009.
- 92 Letter from J M haddrell, Harris & Harris Solicitors, to Ailsa Palmer. RE Sale proceeds of former Church Hall, Devizes Rd., Old Town, Swindon. 30 April 2009.
- 93 Reordering group meeting with Antony Feltham King and Andrew Mottram. 9 May 2009
- 94 Vision Statement. S Stevenette. June 2009.
- 95 Letter from Antony Feltham-King to David Godfrey (c/o Parish Office). Christ Church, Old Town, Swindon. Roof Repair Works. 1051/ACFK. 25 June 2009.
- 96 Application to Heritage Lottery Fund, English Heritage. Dave Godfrey. 29 June 2009.
- 97 Meeting. 24 July (check?)
- 98 Community survey. August 2009
- 99 Letter from English Heritage to Ailsa palmer, Parish Office. Repair Grants for Places of Worship in England. (Fund application not successful) Ref. GRC09/001/318719. 21 September 2009.
- 100 Selection meeting for fund-raiser. 24 Oct 2009
- 101 Oct/Nov 2009 PCC meeting - PCC endorsed the policy of securing a fund raising consultant.
- 102 Email. Lynda Fisher.
- 103 Letter to PCC. 22 November 2009.
- 104 Letter to congregation. 6 December 2009. Includes 2010 budget.
- 105 Bristol Diocese Share Review (2009?)

APPENDIX A Risks, Opportunities and Cost Estimates

Option 1	Base Option – Continue as we are (i.e. as 2010 Budget) The 2010 budget draws £5,341 from reserves and includes zero provision for repairs.
Risks	Option 1 already draws on reserve funds and makes no provision for maintaining the condition of the building and, if adopted, will mean a deterioration in the building condition. Currently we are not putting in the resources to maintain, or improve the condition of the building. Any unexpected spends will need to come from reserves. Reserve funds will become exhausted. Heating system will probably become non-functional within 2 – 5 years. Cold church – portable heaters. Wasted the opportunity to make changes with reordering. Option 1 will lead, eventually, to Option 6.
Opportunities	Focus human energy on the community.
Additional repair and maintenance cost compared with Option 1	Nil
Additional Reordering costs compared with Option 1	Nil
Total of additional repair and reordering costs over (say) a 10 year period	Nil
Additional funding per year	
Possible strategy	

Option 1 Base Case – Continue as we are

Option 2	Option 2 includes the minimum recommendations identified in the 2009 Quinquennial Inspection 2009. With limited re-ordering
Risks	<p>Would probably need a fundraiser. Commitment of fees. Architects fees. If the fundraising was not successful, then would have wasted money. Say £20,000 - £10,000 already committed and say another £10,000. Loss of continuity of personnel. Over-commitment of few in congregation.</p>
Opportunities	<p>Would achieve the vision. There could be a sudden increase in opportunity. Increasing congregation. Change from buildings to external ministry. Building secured to 2100?</p>
Additional repair and maintenance costs compared with Option 1	£425,000 (Ref. 87, and check other sources of info.)
Additional Reordering costs compared with Option 1	£75,000 (Ref. 87, and other sources of info.) Other areas of re-ordering not costed, but could be of comparatively low cost, or self-financing e.g. sale of limited number of pews to pay for flooring improvements in N transept.)
Total of additional repair and reordering costs over (say) a 5 - 10 year period.	Estimate £500,000
Possible strategy	<p>Further discussions with architect Confirm engagement of fund-raising consultant. Sell 58 Upham Rd in say 4 years time for (say) £250,000 . Further application to grant giving bodies Make case for the proceeds from the sale of the Church Hall to be released to fund a new heating system (community needs). Assume successful. Provide for additional fees in 2010 – Architect - £6,000, Fund raisers - £3,000.</p>
Possible fund-raising implications	<p>Optimistically 500,000 less (250,000 + 75,000) = 175,000. Say 30% of 175,000 is provided by grants. The balance (of c. £125,000) would need to come from Christ Church. Over 5 years, would be £25,000/year. Additional £9,000 in first year.</p> <p>Alternatively (retain 58 Upham Rd.), then if 70% is raised by CC = £350,000 over 5 years = £70,000/year.</p> <p>This may mean in practice, an effective increase in church income of between 10 - 30%.</p>

Option 2 Minimum QI (i.e. Roof Replacement) with Limited Reordering

Option 3	Option 3 includes the QI Report Recommendations and re-ordering proposals, and includes provision for spend to maintain/improve the condition of the Church Centre.
Risks	<p>Would need a fundraiser. Commitment of fees. Architects fees. If the fundraising was not successful, then would have wasted money. Say £20,000 - £10,000 already committed and say another £10,000. Loss of continuity of personnel. Over-commitment of few in congregation. Severely ambitious fund raising programme, on a comparable scale as the Prospect Hospice, which has far greater "reach". Higher risk than for option 2, in failing to meet financial target. Collapse of organising and fundraising committees. Change of personnel.</p>
Opportunities	<p>Would achieve the vision. There could be a sudden increase in opportunity. Increasing congregation. Change from buildings to external ministry. Building secured to 2100? A successful programme generates more support for the church.</p>
Additional repair and maintenance costs compared with Option 1	£1,400,000 (Ref – Management Plan)
Additional Reordering costs compared with Option 1	<p>75,000 heating 275,000 toilets 75,000 kitchen 100,000 cleaning the walls 50,000 lighting 25,000 audio-visual (All very rough estimates)</p> <p>Total £600,000</p>
Total of additional repair and reordering costs over (say) a 5 - 10 year period.	Estimate £2,000,000
Possible strategy	<p>Further discussions with architect Confirm engagement of fund-raising consultant. Sell 58 Upham Rd in say 4 years time for (say) £250,000 . Further application to grant giving bodies Make case for the proceeds from the sale of the Church Hall to be released to fund a new heating system (community needs). Assume successful. Provide for additional fees in 2010 – Architect - £6,000, Fund raisers - £3,000</p>
Possible fund-raising implications	<p>2,000,000 less (250,000 + 250,000) = 1,500,000. Say 30% of 1,500,000 (i.e. 500,000) is provided by grants. The balance (of c. £1,000,000) would need to come from Christ Church. Over 5 years, would be £200,000/ year. Would need to double the total annual church income, i.e. increase it by 100%.</p>

Option 4	QI Report Recommendations Re-ordering proposals for Christ Church, in parallel with rebuilt Church Centre
Risks	As for Option 3. Risks greater, but also opportunities. Would need a very highly committed, organised and professional fund raising structure.
Opportunities	Would achieve the vision. There could be a sudden increase in opportunity. Increasing congregation. Change from buildings to external ministry. Building secured to 2100? A successful programme generates more support for the church. A new Leisure centre could provide significant income stream. If we look some time to the future, there may be some financial support from the State?
Additional repair and maintenance costs compared with Option 1	£1,250,000 (Ref – Management Plan) (£150,000 less than Option 3, because no need for refurbishment spend on Church Centre.
Additional Reordering costs compared with Option 1	75,000 heating [275,000 toilets – now included under new Church Centre] [75,000 kitchen] – now included under new Church Centre] 100,000 cleaning the walls 50,000 lighting 25,000 audio-visual Total £250,000 New Church Centre, at 400 sq. m, say £2,500/ sq. m. = 1,000,000. Total 1,250,000
Total of additional repair and reordering costs over (say) a 5 - 10 year period.	Estimate £2,500,000
Possible strategy	Further discussions with architect Confirm engagement of fund-raising consultant. Sell 58 Upham Rd in say 4 years time for (say) £250,000 . Further application to grant giving bodies Church Hall funds should be available as this would clearly be community needs.
Possible fund-raising implications	2,500,000 less (250,000 + 250,000) = 2,000,000. Say 50% of 2,000,000 (i.e. 1,000,000) is provided by grants. The balance (of c. £1,000,000) would need to come from Christ Church. Over 5 years, would be £200,000/ year. Would need to double the total annual church income, i.e. increase it by 100%. However, there would be increased income stream from purpose built Church Centre.

Option 5	QI Report Recommendations Radical re-modelling and re-build of Christ Church New Church Centre
Risks	Very large financial risks. We are not developers (at least not of buildings ?) Of similar scale as Prospect, Wroughton, but we do not have the “reach” of Prospect. Technically difficult with opposition from the amenity groups. Legal and planning difficulties.
Opportunities	Would achieve the vision. There could be a significant increase in opportunity. Increasing congregation. Change from buildings to external ministry. A successful programme generates more support for the church. Make provision for increased parking
Additional repair and maintenance costs compared with Option 1	Not known. Probably include under Reordering costs
Additional Reordering costs compared with Option 1	As options 3 and 4. Guess £4,000,000 New Church Centre, at 400 sq. m, say £2,500/ sq. m. = 1,000,000. Total 5,000,000 If self financing, could be zero.
Total of additional repair and reordering costs over (say) a 5 - 10 year period.	Guess £5,000,000
Possible strategy	Build and manage a conference centre. Build a block of flats next to the Church Aim to be self-financing
Possible fund-raising implications	Very significant. However, would have increased income stream from purpose built Church centre

Option 5 Radical – Conference Centre or Flats

Option 6	Catastrophic – Close the Church building
Risks	<p>Very severe change Community resource lost Lose one of the few remaining buildings of historical note in Swindon Dislocate worshipping community.</p> <p>Close the Church centre, as the income stream wouldn't be so important?</p>
Opportunities	<p>Spiritual renewal.</p> <p>Pooled human resources – would worship at one of the other churches in Old Town Partnership.</p> <p>Convert church building into flats, and build new church in the grounds</p> <p>As Dave Godfrey's email - Construct a purpose built building for not only a new , more energy efficient church but improved community facilities? For example if the Night Shelter project was expanded to offer more associated support services to the homeless community we may get substantial grants from the Borough Council to help with fundraising. [The homeless shelter and facilities could be where the present leisure centre is now, with the new church building and parish office in the area suggested in Terry Hopegood's feasibility study with access from the end of the car park, round the back of the present church]</p>
Additional repair and maintenance costs compared with Option 1	Presumably zero
Additional Reordering costs compared with Option 1	Presumably zero.
Total of additional repair and reordering costs over (say) a 5 - 10 year period.	Not known
Possible strategy	See under opportunities
Possible fund-raising implications	See under opportunities

Appendix B Historical Review and the development of thinking

June 2001

Terry Hopegood Feasibility Study

23 September 2001

Constitution of The Friends of Christ Church adopted.

11 October 2001

Terms of Reference - The 150th Anniversary Appeal. (Skyline Appeal).

Objective to raise £1.5 m, to include for substantial re-ordering.

In the first 2 years, c. £200,000 was raised. £61,000 from the estate of Jean Hillman, £50,000 from PCC and c. £89,000 from all other sources (Ref. Francis Maples address to Friends AGM, 9 May 2004)

Nov 2001 – April 2003

Interior committee formed- Chair – Richard Van Roon.

- disabled loo
- Remove rearmost two pews to make larger circulation area at back of church
- Clean interior stonework
- One chance to grant funding

24 Oct 2002

Vision for current and future use of Christ Church by local community. S Stevenette

Include architects brief

15 Dec 2002

Congregational talk by John Beauchamp, architect.

- building is underused
- danger of spending all our energy on the buildings at the expense of outreach to the community

2003

Application to Heritage Lottery Fund. Not successful.

Jan – May 2003

Devizes Road Hall Vision Group

10 May 2003

Christ Church Interior meeting

Consensus on priorities

Legal requirements (e.g. emergency lighting)

New heating

Cleaning of walls

Etc.

2005 – 2006

Spire works carried out – Ellis & Co., Shepton Mallet.

John Beauchamp as architect (with Caroes practice, Wells) (JB moved on in 2006).

2005/6

Church Hall sold

February 2006 - Thanksgiving event.

Andrew Mottram – as adviser

Archdeacon's advice

2007 - Reordering group set up, John Michaux chairman

30 June 2007 - DAC visit

28 August 2007

Letter to Reordering committee. T Eyles.

1 Dec 2007

Christ Church visit- Andrew Mottram

Spring/Summer 2008

Visits to other churches where reordering has been carried out – e.g. Abingdon
Refer to AM email. Roof is top priority.

10 March 2008

Report to the PCC by the Reordering Group

- Recommended to PCC the commissioning of a Conservation statement
- Recommended Asset Management Plan

August 2008

Congregational survey – McLauchlin Ross. Results included in the Conservation Statement

6 Sept 2008

Architect interviews - Recommended Antony Feltham-King as architect

As part of a survey of the congregation in ???Paul Grosvenor created a DVD which gives a view of the interior of Christ Church without the pews.

October 2008

Building Fabric Quinquennial Survey. Drake and Kannemeyer.

14 November 2008

Condition Appraisal – Christ Church Swindon. Drake & Kannemeyer
(Chartered surveyors, Godalming)

October 2008

Draft Conservation Statement. McLauchlin Ross LLP.

December 2008

Conservation Statement (final version)

Early 2009

Quinquennial Survey of the Church. A Feltham-King

6 April 2009

Brief to Architect. S Stevenette

9 May 2009

Reordering group meeting with Antony Feltham King and Andrew Mottram

25 June 2009

Letter from architect confirming that the roof is in need of urgent repair.

29 June 2009

Lottery bid application submitted. led by Dave Godfrey.
Total project costs - £226,757
Vision Statement

21 September 2009

Letter from English Heritage – Heritage Lottery Fund
Fund application not successful

August 2009
Community survey implemented

24 Oct 2009

Selection meeting for fund-raiser Fund raising meeting. Recognition at meeting that most will have to come from the congregation. (This is what Malcolm Wallace said.)

Oct/Nov 2009 PCC meeting

Following the unsuccessful heritage Lottery fund bid, the PCC endorsed the policy of securing a fund raising consultant. Selection interviews were held on October 24, and the unanimous choice was Gill Moody of Craigmyle. Gill's initial advice to Christ Church was the need for a high level of commitment from the Christ Church community in order for any major fund raising programme to be successful, and that the bulk of funds would need to come from the Christ Church community. Gill also outlined the likely initial costs for preliminary work to set up a fund raising programme, and also the likely range of costs should Christ Church commit to a full fund raising programme. Against a background of the present financial circumstances of Christ Church, it was agreed at the meeting of the Re-ordering Group held on 15 November, that an options paper would be prepared.

9 Nov 2009 Recommendation made to PCC that CC go with Craigmyle as a fundraiser..

16 Nov 2009

Reordering Group meeting. To produce option paper, for discussion at 23 Jan mtg, and at 25 Jan PCC.

22 Nov 2009 Letter to PCC

6 Dec 2009 Letter to congregation. Includes 2010 budget.

Daniel Pitt
On behalf of the Reordering Group
1 January 2010