



**Churches
Conservation
Trust**

BRISTOL. ST JOHN ON THE WALL. MARCH 2021 CHURCH PLAN



Part A - Current Report

Part B - Survey

Results of our open survey conducted in Summer and Autumn 2020, canvassing all community contacts for their reaction to Part A. The survey remains [open and available at this location](#). Please

feel free to repeat your survey response or complete the survey for the first time.

Part C - Community Recommendations

Minutes of any community meetings held to discuss the information available in other parts of the Church Plan.

Part D - Action Plan

Details of any actions agreed through Community Recommendations, assigned to community participants, Churches Conservation Trust staff, or to the Churches Conservation Trust Local Community Officer specifically.

Part A - Current Report

Church Introduction & Statement of Significance

St John the Baptist and St John's Gate lies near the northern boundary of the parish of St John's in the City of Bristol and was designated as a Grade I listed building in 1959. The church stands at the north end of Broad Street, its tower being supported on an arch, which forms the only surviving City gate. The church is built on a N-S steep sloping site, bounded by Nelson Street on the N side and Tower Lane on the S side.

There has been a church on this site since the late 12th century but the present building dates from 1350-1500. Three early manuscripts dated 1174, 1285 and 1287 confirm the existence of an earlier church. St John's close proximity to the River Frome (Frome), forded approximately 80 yards in front of the church suggests the name of dedication, resonant, as it is of St John the Baptist preaching at the fords of the Jordan. However, in 1392 and 1546 the church was referred to in the church records as St John the Baptist and St John Evangelist indicating a twin dedication. It is also known as St John-on-the-Wall for obvious reasons.

The oldest part of the existing building is the eastern part of the crypt thought to date from the first half of the 14th century, as it is mentioned in wills of the time. A grant allocating money to the "sustentation of the fabric and lights of the Church", dated 3rd November 1400 suggests that the church and the western part of the Crypt was in the process of being re-built at this time. William Worcestre, writer of Itinerary (c.1470-80) tells us that the church of St John the Baptist, together with the arched Crypt and the Chapel of the "Holy Cross" ... was built anew at the same time as the beautiful gateway with a Tower and high spire of freestone by Walter Frampton, a noble merchant of the town of Bristol.

Extensive alterations to the structure of the church principally at the W end took place during the 19th century and these in summary include: the relocation of the conduit to a recess in the NE wall; a new pedestrian arches either side of the gateway; a new entrance to the church SW corner; new entrance lobby W end; new stairs to the gallery and organ; moving the 17th century gallery back by one bay; a new stone pulpit; Minton tiles laid in the nave and chancel;

and the blocking up of the internal entrance to the crypt and the removal of the stairs to this entrance.

The historical illustrative value at St John's rests mainly in its sole survival as Bristol's only church built over a section of the city wall retaining its gateway serving as entry to the medieval city and is of national importance. Building over and within boundary walls was once a common occurrence as city walls were both functional and symbolic: representing both power and spirituality unfortunately few have survived the demands of traffic both historic and modern.

St John's spire is Bristol's only remaining medieval spire; other city churches have had their spires rebuilt and it is therefore of high historical value. This church therefore can be considered of national importance.

Before the church was vested in the Churches Conservation Trust, the parish of St John was linked with that of St Mary-le-Port whose church was destroyed in an air raid in World War II. The Vestry houses a small collection of church memorabilia associated with St Mary-le-Port. Because of the outstanding quality of its architecture and fittings, St John's was vested in the Trust in 1985.

Current use (bookings) & voluntary activity

In March 2020 Bristol St John's operated with 27 enthusiastic volunteers overseen by a Local Community Officer based in CCTs Bristol regional office.

Visitor numbers years to the church have increased considerably since 2014, when a concerted effort was made to recruit a team of volunteers to open more regularly. The church has also hugely benefitted from increased marketing activity, heritage learning activities and events.

Over the last five years' the site has gone from strength to strength, with volunteer and staff support and local interest. In 2013/14 the church was open for an average of 3 hours a day, for 160 days of the year by a team of Visitor Welcome Volunteers, coordinated by the CCT. In 2019/20 the church was opened for 302 days in the year for an average of 4.39 hours a day. As well as the stewarding team there are currently 5 appointed Volunteer Day Leaders, a Volunteer Team Leader and Volunteer Team Secretary in place to support the Welcome Volunteers.

These volunteers keep the church clean, tidy and presented to a very high standard, with only occasional support from the LCO.

Both the Crypt and the Upper church are popular spaces for third party venue hire with 30+ private hire and/or fundraising events being held per year, ranging from exhibitions, concerts and lectures to life drawing classes, services and book launches. There is currently one Volunteer Event Coordinator assisting with this.

St John on the Wall is a popular venue for bell ringing with several ringing sessions taking place each month, and an appointed Volunteer Tower Captain.

There is also a small team of Volunteer Time Masters, responsible for keeping the tower clock to time.

Due to the complexity of the measures needed to make visits and volunteering at St John on the Wall Covid-19 secure, and staff capacity needed to implement them, the church has remained closed since the end of March 2020.

Collection Review

Open Churches Policy status:	Gateway
Local Community Officer:	Ed McGregor
Current project:	None
Cleaning schedule:	Daily by volunteers
Welcome table:	Newly installed in 2017. Guidebook. Walk around Guide, Contactless donations.
Keyholder role:	Fulfilled multiple times
Key representative role:	Fulfilled multiple times
Area volunteer role:	None
Fundraising roles:	none formal
Stewardship roles:	x27
Research, interp & talks role:	The Volunteer Team Secretary acts as the chair for the informal research team.
Accessibility details:	Provided via website
CCT silver plaque:	Installed, good condition
CCT information board:	Not installed. Scheduled to receive one
Oak post:	Not installed.
CCT freestanding board:	Provided
Wall safe poster:	Installed, current
CCT A board:	Provided
Gift Aid envelopes:	Provided
Visitor book:	Provided
Building services:	Single phase electricity. 3 portable electric heaters, wifi, incoming water supply (currently not connected), hearing loop.
Parking:	One parking space under the central archway (if approached from Broad Street). Otherwise metered parking on Broad Street or City Centre car parks.
Organ:	Yes. Playable and used frequently. Made by Vowles. Maintained by John Budgen.
Churchyard:	Not owned by CCT
Ringable bells:	6. Rung full-circle

Pews:	Yes, in the upper church. 3 benches in the crypt.
Fire rated capacity:	80 in the Upper church and 60 in the crypt.
Seating capacity:	Not determined
Site plan:	Available
Roof alarm:	Installed in 2019 by E-bound.
CCTV:	None in the church, but neighboring buildings and streets have good surveillance.
Individual item security measures:	None
Nearby attractions:	Bristol City Centre.
Public transport:	All public transport to Bristol City Centre
Social media presence:	Facebook and instagram profiles. Mentioned on trip advisor regularly.
Images on CCT website:	One of three
Regular feature parish news:	No
Services per year:	1
CofE support for services:	Yes
Christmas memory tree:	Yes. Sponsorship in 2019 from Osborne Clarke.
Tea Party:	No.
Historic Church Tour:	Twice, in 2017 and 2018.
Heritage Open Days:	Yes. Every year. Led by LCO and volunteers
Ride & Stride:	No
Champing:	No. For further information, please see Champing introduction and typical church income at appendix 4.
Retail:	No.
Risk assessment general:	Current
Risk assessment fire:	Current
COSHH listing:	Current
Portable appliance listing:	Current
Security Audit:	2015
Learning and Participation events	Yes the HLO has organised many events here.
Explorer tags	No.

Conservation reports

<p>Annualised maintenance costs (Exclusive of VAT):</p> <p>Annualised maintenance costs express the total costs of church maintenance divided by 25 years. Every cost which relates to maintenance is included except the twice-yearly maintenance visit. Any anticipated repairs are also excluded. A list of typical maintenance tasks for any historic church, forecast over the period, is available to view at appendix 2.</p>	£4486.44
<p>Routine maintenance costs (Per annum and exclusive of VAT):</p> <p>Total cost of two maintenance visits per year exclusive of any additional maintenance items included above. A list of the maintenance tasks included in the twice-annual maintenance visits is available to view at appendix 3.</p>	£1,344.00
<p>Other maintenance costs total (Exclusive of VAT):</p> <p>Additional maintenance needs discovered during twice-yearly maintenance visits, costed and listed individually below.</p>	£17,100.00
-Graffiti	£300.00
-South door lock not closing correctly	£450.00
-Floor cracking in chancel (requires monitoring)	£200.00
-Vehicle damage to the central arch	£1000.00
-Build-up of run off and bird debris along south side	£150.00
-Repair of chancel parapets	£15,000.00
<p>Total short term repairs:</p> <p>Small scale items of limited cost which could be fulfilled with minimal fundraising.</p>	£4,000.00
-Paint high level chancel downpipes, re-bed chancel ridge tiles and repair east abutment, patch lead roof	£4,000

Total medium term repairs:	
More expensive needs such as roof repairs and tower repairs which may require more involved fundraising and grant applications.	£5,000.00
-High level Rope Access survey	£5,000.00
Total long term repairs:	
Items which are known to require works in the longer term but which are not essential in the near future.	£133,000.00
-North and south elevation and archway rubble masonry repair and possible rendering, in association with any structural improvements and window repairs.	£100,000
-Replacement of the missing area of roof covering	£25,000
-Crypt window guard replacement	£8,000.00
Total desirable repairs:	
Repairs which are not essential to the conservation health of the church but which might improve aesthetics or usability of the building.	£0
All cost figures are estimates, exclusive of VAT and professional fees.	
VAT is charged at 20% of the total costs and can sometimes be recovered. Professional fees vary, but are either charged at an hourly rate or as a percentage of the total project cost. These are usually charged only on larger or more complex projects.	

Income, Expenditure & Balances

Income

Financial year	Total Income	Wall safe
2019-2020	£6,782	£1,579
2018-2019	£11,030	£2,768
2017-2018	£7,226	£2,609
2016-2017	£5,414	£3,414

Visitors

	2015/16	2016/17	2017/18	2018/19	2019/20
Numbers of visitors	17,167	17,811	15,660	14,532	17,560
Wallsafe income per visitor (£)	0.14	0.19	0.17	0.19	0.10

Expenditure

Total expenditure since vesting: £596,443

Financial year	Conservation	Maintenance	Electricity	Total
2019-2020	£9,612	£5,393	£564	£15,569
2018-2019	£0	£1,686	£508	£2,194
2017-2018	£0	£2,396	£1	£2,397
2016-2017	£6,059	£6,059	439	£12,557

Balances

The restricted balance is the amount of money which has been covenanted or restricted for expenditure at the church. Any expenditure needs to match the terms of the covenant under which the money was donated, for example, a term expressing that a donation is intended for roof repairs only.

Restricted Balance Report Jul '19 £0

Income less expenditure '18/'19: **-£8,787**

Income less ann. maint.'18/'19: **£2,295.56**

Local Community Officer's Summary

A historically significant landmark in Bristol's old City Centre, St John's has captured the hearts and minds of visitors to the city since concerted efforts have been made to enable public access.

St John on the Wall was identified as a gateway site in 2014 and developed as such by CCT, with a business plan, audience development plan, interpretation and marketing strategies put in place with a lot of thought and time committed from all staff and volunteers involved. Over this time the CCT West Team have worked hard to recruit and support a team of visitor welcome volunteers, and now there is a team of 27 opening the church 4 hours a day for over 300 days a year.

New interpretation derived from the Gateway project was installed in 2016, shortly after which the project team was disbanded, with focus necessarily shifted to other churches in the CCT estate. Several elements of the project were not carried forward, most notably site staffing. Operations at St John on the Wall have been very heavily supported by the LCO over the past 5 years, and this level of support is anticipated to decline given other organisational priorities. It is also still unclear whether or not St John on the Wall is considered a CCT 'Gateway site', what additional organisational support this would potentially entail, and how much autonomy the LCO and Volunteer Team have in setting the future direction for the church.

Due to the warm personal welcome that visitors receive from the Visitor Welcome Volunteers we continue to receive a high return on wall safe, and the donation per head is now consistently within the top 5 of the CCTs churches.

In 2019 St John's was included as part of the CCTs trial to introduce contactless giving, though there have been teething problems with implementation, and it is too early to tell if this has significantly increased visitor donations.

The team at St John's has managed to establish a small line of retail, including postcards, guidebooks and tote bags. It would be relatively straightforward to improve this retail offer (currently we are able to "sell" guidebooks and tote bags) with some additional support on

infrastructure / process for enabling this (currently only cash donations accepted for merchandise).

The Upper Church and Crypt have proved popular venues for hire with currently approximately 3/4 private hire per events month being held, organised by the LCO with support from Volunteer Event Coordinators. In 2019/ 20 events at the church contributed more income than wallsafe donations, for significantly less volunteer and staff input than opening the church to visitors. The number, quality and income generated from commercial hires of the church could quite easily be increased given additional staff investment.

The establishment of a regular Christmas service at St John on the Wall, in collaboration with neighboring St Stephen's church, has been a very welcome addition to the calendar of events, which we hope to continue.

Though the church has covered its annualised maintenance costs for the past 4 years, the huge repair liability for St John's is a concern which will need to be addressed in the near future, perhaps through a project team being once again set up to identify and apply for funding. .

In 2019 there was a theft of lead from a small section of roof on the church. The Estate Officer needs to obtain quotes for roof repair so that we can launch a proper roof repair appeal, although the momentum needed for this might now have been lost.

Due to the complexity of the measures needed to make visits and volunteering at St John on the Wall Covid-19 secure, and staff capacity needed to implement them, the church has remained closed since the end of March 2020.

There is no question that St John on the Wall has not yet reached its full potential in terms of volunteer engagement, income generation and positive PR for the CCT, but it is debatable whether the standard Church Planning process is the correct route to realize this potential. The 'Community' for this city centre church is quite different to the predominately rural churches in the CCTs estate, and in the first instance some research will need to be done to identify recipients for the church plan surveys.

Part B - September 2020 Survey

Summary of consultation responses received by end August 2020

*Following distribution of fifteen questions through our standard church plan questionnaire in summer 2020 to existing Churches Conservation Trust correspondents, (together with an invitation for correspondents to share the survey and associated Church Plan Part A), **four responses** were received for **Bristol St John on the Wall** by the deadline of **August 30th**.*

The responses received were from respondents writing in a **personal** capacity, who confirmed that their responses related to **St. John on the Wall, Bristol**.

In addressing the question of a *perfect outcome for our work together at the church* the respondent indicated **1) I think that community use should be appropriate to the setting, I don't think discos in the crypt are appropriate as an event, the church is still consecrated and a holy place. 2) Perfect more or less as it is (was before Covid) The primary value is to have the church open for visitors, whilst watched as a good proportion of down and outs and similar come in (and are often very affected by the building - far more likely to see as a religious building (and pray) than middle class visitors who see it as an historic site. Everything flows from having the church door open as much as possible. Particularly the crypt as situation on Nelson Street means many more chance visitors. Chance visitors often see the possibilities of the space and the location for events of all kinds on the spur of the moment or relay to friends. Then all you need is a contact number to give to them. Ideally these events raise funds and are in some sort of keeping and do not do too much damage. This could probably be increased further with some marketing and yes are cost effective. Contactless payment in the crypt would be good. The duty to keep the building open should come first, funds to keep it in good shape will follow if used and loved, at least as far as routine maintenance and repair is concerned. The west end of the crypt is extremely tatty (and not ancient) could easily improve the visitor and event experience by some discreet and tasteful curtaining and painting. No need for explanation - visitors are excited by the space, the unexpectedness calm and quiet and sense of history. Especially children and the young "Interpretation" just gets in the way. But the video can be useful for foreign visitors, although external noise is a problem.3) It is good to know visitor numbers are steadily growing and the church opening hours have increased and I think the unique geographical location of the church in the medieval city wall is a real 'selling point'. Oddly, though, it sits between two busy thoroughfares and is missed by many pedestrians walking between the city centre and Broadmead. When volunteering in the crypt I get countless people remarking that although they have lived in Bristol for many years, they did not know about the crypt or even the upper church. As a Bristolian, I have had a similar experience. The fact that we are able to keep the church open for longer means the profile of the building is raised and I hope this awareness continues to increase. Perhaps we can capitalise on the**

central position of the church to increase public events, exhibitions, talks, concerts etc both during the day and as part of the night time economy of Bristol. Perhaps there could be a 'friends' group to organise meetings on local history and take on tasks that the Trust feel could be delegated to such a body.

In writing about challenges anticipated in respect of repair liabilities and running costs, the respondents indicated **1) Funding and enough volunteers 2) One problem is that it is so cold in winter, the church needs proper heating, as was promised back in 2016 (I believe) this would mean it could be opened more days in the winter. 3) As long as the church is opened, particularly for events, but also during the day to supply the awareness of the space for events, routine repair liabilities and costs can be met. The larger scale repairs to masonry may need a completely different approach. Selling cards and guidebooks or even regular events will never raise £100 000, or even a substantial part of it. You could waste a lot of effort raising not very much by pursuing the retail option. Commission a graffiti mural for north wall? Many visitors come to look at these in Nelson Street and bypass the church....I don't know, need some major lateral thinking to put us on a bigger map. I don't think visitor donations are going to increase - with covid less foreign and elderly visitors in particular (those more likely to donate). No reason events couldn't increase Atmospheric and central location. But need to re-open church first! Danger that awareness of the site declines if left shut. It tends to be missed, oddly, unless door open, people are selectively blind because shopping or whatever else. 4) Although the report says the time may have passed for launching a roof fund, I think appeals of various kinds can help financially especially now visitor numbers have increased and the public are more aware of this wonderful building.**

Thinking about local life away from the church, in relation to other community projects or activities which might combine with our work to protect the church for the future, the respondents indicated **1) Liaison with other nearby churches - eg. St. Stephen's, who were able to open their facilities for refreshment after the carol service at St. John's. Also many clergy and parish communities around Bristol are most interested in St. John's and its conservation; keeping it open and available. Some congregations - eg. the Orthodox community who use St. Thomas' church - might also be glad to meet in St. John's if they have no 'home'. 2) There isn't really a community. But e.g. historic walking tours often pass by without coming in - often participants have dragged their leaders in. Some more coordination on this, they can be quite generous. Try to get the foreign children who look at the outside to come in? Coordination with tours and tourism, more coordination among the group of Bristol churches - architecturally a group and close by, but in terms of ownership very diverse. We could be advertising each other - St Marks, St Stephens, Christ Church, St Nicholas, Mary Redcliffe, the Cathedral, St James, Wesley chapel, Temple, Philip and James etc as a group. Could advertise in the hotel with the keys and new hotel more. And in the covered market. Set up stalls as an annexe of the market? Longer term would be good location for a cafe/bar - franchise. There are Town Churches in Hereford and Cambridge that are successful cafes. St James cafe by the bus station. 3) I think St John's collaborates with St Stephen's on various projects and this partnership could be developed for the benefit of both churches and the wider community.**

When asked if increased use of the church might benefit the community, or if increased use might benefit the church itself, the respondents indicated **1) Most certainly. For a start, the Centre is (usually) such a busy, frenetic place that it is good purely for mental health to enter a building which is relatively quiet, beautiful, and historically interesting. Also, if someone wants to pray2) Yes in theory but St Johns is difficult as it is in the city centre with mixed business/retail around it, most of the residential area around it is for students so a fluctuating population. 3) Yes increased use of the church would benefit the community and bring in more money and raise public awareness - this can only be a good thing for conserving the church for the future. I'm not sure what the demographic for this urban church is - how many residential properties are nearby? Is the fact that the church is surrounded by commercial premises a limiting factor in involving communities? How is Covid affecting the numbers of people visiting this part of Bristol? 4) There is no community. But it could be part of bringing the historic centre of Bristol back to life. Creating a modern community of hotel visitors, a stop for shoppers, people at the courts. Maybe try and involve some of the many students living nearby. Not all are stereotypes. (we already have the architecture students who visit and sketch)**

In relation to identifying conservation priorities for the church, the respondents provided **1) The roof I believe is in need of attention.2) I do think the north front should be rendered. Cannot have been meant to be rubble stone. No idea how we can afford this. Needs a major think and real cost benefit analysis. There are quite a few things that would inexpensively improve the visitor experience and thence fundraising - west end of crypt, the vestry, access to the tower, removing graffiti opposite the entrance. Lighting of gallery and tombs, all will make people stay longer, enjoy more and more likely to donate. Toilets and better facilities would obviously increase its appeal as a venue for events. Sometimes you need to invest to reap rewards. Security! Cameras to prevent re-occurrence of lead theft? Cheaper to prevent than react? I would like to see the windows on the south side of the crypt unblocked - increasing light in crypt. Still protected by bars. Making less unloved, more as was. Intriguing glimpse in from Tower Lane. 3) Patching the roof must be one of the more obvious priorities at the moment. The crack in the chancel floor sounds slightly alarming. Although I'm not an architectural historian I guess regular surveys of the fabric are essential in order to identify any structural problems and assess their priority.**

Regarding priorities, opportunities or ideas for fundraising the respondents noted **1) See above. I think you could sell mulled wine at Christmas, that kind of thing, might go well. But best of all, invest and improve the substantial natural advantages of exciting atmospheric space in the crypt that is very centrally located as an evening venue. And then market it - articles about events that have happened there, get users to spread the word online. An ideal venue for a certain sort of gig or party. Countless young people leave saying "Wow! what a cool space!" "It's bigger on the inside!" What is this place?" Use that. As mentioned earlier, more public awareness and involvement in the church will hopefully lead to more income and will engender a sense of community ownership facilitated by the Trust. This will form a springboard for launching appeals and other fundraising opportunities. Selling cards and inaccurate guides won't do it. In respect of**

means for initiating fundraising activity, the respondent gave **1) Open the church. Re-open for events asap - no need for volunteers, people might be glad of a place that's open 2) We need to put St John's on the tourist map and increase its profile. Increase the number of events which involve the community.** The respondents were also asked if they would be available to participate in fundraising activity. **2 skipped the question, 1 replied that they already were involved in fundraising and 1 replied that they would not.**

In seeking respondents' participation in a future group discussion regarding church planning, **3 respondents indicated that they would be happy to meet in person or online and 1 replied that they'd be happy to meet online or via phone.**

In answering our final, open question about any additional church matters not covered in other areas of the survey, the respondent indicated **1) The priority is to have it open, that is what I volunteer for, for the hundreds of visitors who say "I've never seen that door open before!" It shouldn't be rocket science to divert some of that flow into funds and conservation Better display re the conduit Bristol is a medieval city! and a fascinating one. Tell everyone. Ideal spot for an exhibition re the Colston statue? 2) Perhaps make information about it more widely available - in Bristol and elsewhere.**

In addition to responses fielded through the questionnaire, a further **[no response]** respondents wrote back to their Local Community Officer, expressing the following perspectives:

Nil

Part C -Community Recommendations.

Community Meeting 1. 3rd February 2021.

Attending: Ed McGregor (Local Community Officer) et al.

A notes that emphasis should be put on promoting the Crypt as a creative space for use for events. There is good potential to establish links with Universities drama departments. Building on the success of the Insane Roots production of the Tempest in 2018.

A suggested linking up with Rough Trade Record shop on Quay Street. Suggest that they could use the crypt as an occasional events space.

A Questioned if we had an Events Coordinator at present, EM noted that we do but they are currently focussed on processing bookings. AL suggested refocussing this role to events space promotion. There is also potential for an Event Coordinator Volunteer to curate BRJs own calendar of events. Consider promotional freebies / incentives. Offer free use of the church for first try and then introduce rates for repeat users.

A notes the new murals potential for encouraging more visitors.

A notes connections with some local artists who she offers to contact when Covid restrictions are relaxed to ask about exhibiting her work in the crypt.

A notes the non-suitability of flooring in the crypt as a dance space. A notes that all previous users of the church for events that she's aware of have been respectful of the space.

A notes the fundraising proposal for the toilet, kitchen and heating in the church, which was dropped from the original "Gateway" project. Is there a possibility of revisiting this proposal?

Proximity of students to the church, this is currently an untapped resource. A suggests contacting the Universities' Theology department.

B agrees that the church needs better signage locally but is unsure of rules around street furniture, and consents needed for signage.

She would very much like improved contactless donation facilities at the church and agrees that the current contactless machine is very clunk, slow and difficult to use. She welcomes the addition of text giving.

B reflects on the comment in Part B about there being no community around the church. She agrees that the community is very temporary and mostly made up of students, but there is still potentially to engage with these people. She agrees that it is of paramount important to get the church open regularly, and for us to find the community rather than waiting for them to come to us.

B reflects on the impressive schedule of previous secular events at the church, and although she's not attended any thinks that there is good potential to host more lectures and public speaking events. B agrees that it would be good to get to the point where CCT and the volunteer group can curate their own schedule of events, rather than relying on all unsolicited third party hires.

B feels that the comment in Part B about the crypt not being suitable secular events like discos isn't particularly valid. She would like to see more professionally run events, possibly with more investment and better support from the CCT in this matter, for instance in the form of a paid Event Coordinator or site manager, which could provide a good return on investment. She would like to see an evening opening schedule for the church which attract different visitors, such as those leaving work. B also noted that there's an opportunity to encourage more walking tour groups into the church, and that there are many "one man band" tour organisers who we could engage with.

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Part D - Action Plan

Community Actions

Short term actions (to end June 2021)

- Review CCT Cleaning Churches standard and report
- Volunteer Event Coordinator to continue to assist LCO in third party hire fulfilment.
- Volunteers encouraged to assist with social media and marketing for the church, particularly around third party hire events, as noted in part B.

Medium term actions (to end June 2022)

- Volunteer team to consider different models of site management, including possibly formalising a volunteer friends group, as noted by a respondent in Part B.
- Investigate better local sign posting to the church, noted in part B.
- Support the LCO in investigating the option of contactless donation in the crypt, noted in part B)
- Support the CCT in investigating aesthetic improvements to the West end of the Crypt (e.g. curtains and painting), noted in part B.
- Investigate options for encouraging graffiti tour participants into the church, be it through the commissioning of a mural inside the church, external signage, an exhibition, etc. Note in part B.
- Investigate options for encouraging historic tour participants into the church, as above, noted in part B.
- Support the LCO in liaison with other nearby churches for purposes of mutual marketing.
- Investigating the possibility of encouraging regular religious use of the church, as noted in part B.
- Support CCT in investigating aesthetic improvements to the Vestry.
- Support LCO in investigating improvement to tower access.
- Investigate options for improving lighting to the gallery and tombs.
- Support CCT in considering options for funding the heating and installation of a toilet / kitchen area in the crypt – revisiting the Gateway proposal of 2016.
- Support CCT by researching and considering options for improving security to the church, including security cameras.

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- Support CCT in researching and consider options for replacing the grilles on the crypt windows.
 - Support the LCO in marketing the church as a space for events
 - Consider and investigate options for improving the conduit display
 - Consider building relationships with Universities drama and theology departments and Rough Trade Record shop as noted in Part C.

Long term actions (to end March 2024)

- Investigate the church's potential as a location for a café / bar franchise, as noted in Part B.

Actions complete (to end March 2021)

- Assist the LCO by indicating their preference and availability to resume voluntary stewarding.
- Agree dates for face-to-face or digital meeting to review interim church plan (September 2020 edition)

Local Community Officer Actions

Short term actions (to end June 2021)

- Complete community audit to identify additional survey respondents and participants in face-to-face or digital meetings by end November 2020
- Work with Bristol City Council to commission new murals in the pedestrian archways
- Continue delivery of existing events booked at the church, notably filming.
- Continue replying to new third party hire queries.
- Investigation of reopening church with new Covid-19 risk assessment in place
- Continue regular communications with volunteers to seek suitable reopening schedule and to delivery good quality management support.
- Work with Bristol City Council to plan for redecorating the pedestrian archways.
- Continue to report the regular incidences of heritage crime, mainly graffiti.

Medium term actions (to end June 2022)

- Continue supporting the implementation of contactless giving in the Upper Church.
- Continue to support the busy schedule of event bookings at the church
- Continue to provide support to the large and active volunteer team at the church.
- Consider and support the volunteer team in considering new models of volunteer management at the church – potentially encouraging the formation of a more formal Friends Group.

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- Work with the new owners of the Everard Printing works building, which is currently being developed as a hotel, to potentially establish new and improved key-holding arrangements for the church.
 - Work with volunteers, and seek guidance from CCT internal stakeholders to investigate the option of contactless donation in the crypt, noted in part B)
 - Support volunteer to Investigate better local sign posting to the church, noted in part B.
 - Support volunteers and liaise with Conservation Team Colleagues to consider aesthetic improvements to the West end of the Crypt (e.g. curtains and painting), noted in part B.
 - Support volunteer to investigate options for encouraging graffiti tour participants into the church, be it through the commissioning of a mural inside the church, external signage, an exhibition, etc.
 - Support volunteers to investigate options for encouraging historic tour participants into the church, similarly to the above.
 - Continue to, and attempt to improve liaison with other nearby churches for purposes of mutual marketing.
 - Support the volunteers to investigate the possibility of encouraging regular religious use of the church, as noted in part B.
 - Work with volunteers and Conservation Team colleagues to investigate aesthetic improvements to the Vestry.
 - Work with volunteers and Conservation Team colleagues to investigate potential improvements to tower access.
 - Support the volunteers in investigating options for improving lighting to the gallery and tombs.
 - Consider options for funding the heating and installation of a toilet / kitchen area in the crypt – revisiting the Gateway proposal of 2016.
 - Researching and considering options for improving security to the church, including security cameras.
 - Liaison with Conservation Team colleagues in researching and considering options for replacing the grilles on the crypt windows.
 - Adjusting the role profile of the Events Coordinator to put more emphasis on marketing the church as a space for events
 - Recruiting and supporting the Events Coordinator/s as mentioned above.
 - Consider offering promotional freebies / incentives for new users of the crypt, as noted in part C.
 - Support the volunteer team in considering and investigating options for improving the conduit display
 - Encourage the EO to provide quotes for the lead roof repair, so that a fundraising appeal can be launched. (Completed 03/02/21)

Long term actions (to end March 2024)

Actions complete (to end March 2021)

-
- Distribution Part A reports for each church to all existing correspondents, together with survey
 - Receive, anonymise and collate survey responses and add to Church Plan Part B
 - Resolve initial findings, conclusions and recommendations based on Part A & B, expressed as short, medium and long-term actions

 - Publish Part A, B & D as Interim Church Plan to colleagues by end September 2020
 - Undertake staff consultation against Interim Church Plan by end November 2020
 - By end November 2020 review colleagues' feedback regarding updates to church plan part A, to include
 - Conservation interpretations
 - Presentation improvements
 - Champing data
 - Repeat survey for additional respondents by end January 2021
 - Agree dates for face-to-face or digital community meetings by end January 2021
 - Resolve updated findings, conclusions and recommendations based on Part A, B & C expressed as short, medium and long-term actions for each site (Part D)
 - Publish Church Plan Version '2021-22'
 - Investigating the reinstatement of keyholding arrangements and toilet availability with the Grand Hotel.

CCT Actions Other

Short term actions (to end March 2021)

- Provide interpretation of maintenance and repair plans to further explain anticipated costs described in part A above.

Medium term actions (to end March 2022)

Long term actions (to end March 2024)

Actions complete (to end March 2021)

Appendix 1: Summer 2020 Questionnaire

1. This is the first of fourteen questions in the survey - thank you in advance for working through each one. First of all, we need to know if you're completing the survey on behalf of an organisation or writing in a personal capacity (If you're writing on behalf of an organisation, please use the text box to let us know which one. Thank you!)
2. Which church are you writing about? (Don't worry, you can complete additional questionnaires for other sites if you like!) Please state the location and dedication, as in 'Sapperton, St. Kenelm's'. Thank you.
3. People are involved with our sites in so many different ways. In your own words, please describe your relationship with the church building.
4. Some people are actively involved at the churches we look after together. If you're part of this group, tell us about your involvement. Cleaning, attending services and fundraising are just a few of the most frequent activities we share, but we'd appreciate as much detail as you might be happy to provide.
5. In your own words, and having reviewed 'Part A' of our church plan (sent to you by email with the invitation to this questionnaire), please describe a perfect outcome for our work together at the church. What would you like to see happen in terms of community involvement and other use of the building?
6. Bearing in mind the repair liabilities and running costs described in the report you've read, what challenges do you anticipate for a sustainable future at your church?
7. Thinking about local life away from the church, which other community projects or activities are you aware of that could combine with our work to protect the church for the future?
8. Here are two questions together... Could increased use of the church benefit the community? How would this increased use benefit the church itself?
9. What do you think are the most important conservation priorities at your church? For each or all of these priorities, please also let us know about any ideas you have for

addressing them.

10. Income and expenditure for the church is detailed in 'Part A' of the report we sent you. Addressing conservation priorities will entail finding new ways to raise funds. Tell us about any ideas or opportunities you have identified for raising additional income at the church.
11. What do you think might be the best ways to get started with any fundraising activities you have suggested?
12. If you don't already, would you be interested and available to take part in future fundraising activity?
13. Almost done! We'd like to invite you to join us in a group discussion about the church later this year, either in person or through 'phone / video conference. Would you be willing to join the discussion?
14. Last question! Is there anything else you'd like to share about your interest in the church which we haven't asked you already? Otherwise, thank you again so much for reflecting on the future of the church through your answers.

Appendix 2: Typical Maintenance Tasks Forecast - 25 Years (Not Including Twice-Annual Maintenance Visits)

Item	Method & Purpose	Cycle/Yrs	Estimated Cost per visit (present day levels)	Cumulative Estimated Total Cost After 25 Years (2020 values)
Drains, rodding	Below-ground drains can be blocked by debris which stops the rain water dispersing properly and potentially leading to water backing up and overflowing. To prevent this they require rodding and cleaning even ten years.	1	£ 39.00	£ 975.00
Soakaways, inspection and clearance of silt build-up	Soakaways consist of a large pit filled with gravel of varying sizes which act as a filter to allow rainwater to slowly seep into the surrounding ground. Over time material carried into the soakaway in the rain water fills in the gaps and slows the rate of dispersal which can lead to water backing up and potentially damaging or even flooding the church	10	£ 600.00	£ 1,500.00

Mansafe hatchway system	Man safe systems are steel cables or anchor points which are fixed to the roofs of churches to allow people to safely access and work on the roof. As these systems are used for safety it is a legal requirement that they are tested every year for loose fittings or damaged cables.	1	£ 360.00	£ 9,000.00
Lightning conductor testing	Lightning conductors are required to be checked every three years to make sure that they are still performing correctly and will be able to disperse a lightning strike effectively. Metal thefts have often targeted lightning conductors and they may need replacing.	3	£ 480.00	£ 4,000.00
Organ maintenance	Organs are complex machines built using numerous natural materials which can be damaged by moisture, heat and animal attack. It is recommended that organs are checked every year to carry out minor repairs and to be re-tuned as required. Regular servicing can also reduce the likelihood of large unexpected repair bills.	1	£ 140.00	£ 3,500.00

Fire extinguisher inspection	Fire extinguishers servicing checks that the fire extinguishers are functional and maintaining adequate pressure for use in an emergency. Note the CCT only provides fire extinguisher in churches which are either stewarded, used for Champing™ or have significant timber items.	1	£ 166.00	£ 4,150.00
Electrical periodic inspection testing	Electrical tests ensure that the electrical system of the church is both safe and fully functioning. The test will check all elements of the system and highlight any concerns.	5	£ 350.00	£ 1,750.00
Replacement of electrical fittings	As items are highlighted as faulty through periodic testing and maintenance visits they will need to be replaced.	15	£ 1,500.00	£ 2,500.00
Replacement of lamps	General wear and tear - Bulbs require regular replacement. Note LED bulbs will be used where possible	2	£ 250.00	£ 3,125.00
Heating installation, servicing	Annual servicing of the heating system to ensure the efficiency and safe working order of the boiler etc.	1	£ 384.00	£ 9,600.00

Roof alarm, servicing	Roof alarms require annual servicing to check that the system is in good working order and to replace minor parts such as the batteries in sensors.	1	£ 316.80	£ 7,920.00
Rainwater goods, redecoration	All external rainwater Goods (RWG) require redecoration as they are in exposed locations and are exposed to significant amounts of water. The redecoration significantly extends the lifespan of the RWGs and ensures that they are working correctly and are securely fixed in position.	7	£ 1,560.00	£ 5,571.43
Internal & external ironwork redecoration	Redecorating the ironwork prolongs the life of the item and improves the aesthetic of the church. The redecoration of ironwork also provides a good opportunity to inspect the item for damage.	7	£ 1,500.00	£ 5,357.14
External joinery, redecoration	Redecorating external joinery prolongs the life of the item and improves the aesthetic of the church. The redecoration of ironwork also provides a very good opportunity to inspect the item for damage.	7	£ 1,875.00	£ 6,696.43

Window repairs	Minor repairs to the windows such as broken panes of glass, replacement of glazing bars, mortar repairs or lead work repairs are important to exclude the weather and birds and other animals.	5	£ 350.00	£ 1,750.00
Bell maintenance	Bells require ad hoc inspection and minor maintenance to fixtures and fittings	5	£ 235.00	£ 1,175.00
Condition inspection report, all specialists	We have a 9 yearly architect or surveyors inspection plan. When the survey is undertaken all elements of the church will be inspected and a prioritised plan for all required repairs will be created.	9	£ 450.00	£ 1,250.00
Roof overhaul	Roofs require constant minor maintenance with a major overhaul every seven years	7	£ 2,500.00	£ 8,928.57
Clock maintenance	An annual service of the clock with minor repairs and checks to ensure good timekeeping	1	£ 140.00	£ 3,500.00
Tree inspection	A five yearly inspection of all the trees in the churchyards we are responsible for to check for defects and enable us to plan for any required works.	5	£ 225.00	£ 1,125.00
Churchyard maintenance	Grass cutting and minor trimming of plants and bushes etc.	0.5	£ 200.00	£ 10,000.00
Overheads	Office costs to support maintenance planning etc.	1	£ 20.00	£ 500.00

Staff Costs	Staff costs incurred in preparing the required inspections and reports	1	£ 97.00	£ 2,425.00
TOTAL (Excluding VAT)				£107,598.57
TOTAL (Excluding VAT) / 25 years				£4,303.94

Appendix 3: Typical Maintenance Tasks Forecast - (Twice-Annual Maintenance Visits)

Item	Method & Purpose
Gutters, downpipes and gully clearance	Gutters, hoppers and downpipes are easily blocked by leaves and debris both windborne and dropped by birds which can lead to overflowing and water damage to the building.
Roof, inspection & replacing slipped/missing slates/tiles	Over time some slates/tiles or the pegs/nails which hold them will reach the end of their useful lifespan. When this happens it will allow slates to move from their correct position which can let rain in to the building and potentially poses a risk to visitors as the slate/tiles can fall.
Vegetation, control of growth	Overgrown vegetation against walls and buildings can hold moisture against the building potentially causing damage and some plant species are invasive. Vegetation can also obscure the building hiding potential damage and can provide shelter for vermin such as mice.
Tower stairs & boiler room steps, sweeping	Leaves and other debris can build up on steps which could lead to accidents if people slip. Regular sweeping reduces the risk for potential accidents.
Principal steps and paths, clearance	Leaves and other debris can build up on steps which could lead to accidents if people slip. This is especially the case for churches with trees in the area. Regular sweeping of the steps reduces the risk for potential accidents.
Wall Safe, servicing	Servicing of the wall safe helps to ensure that the donations can be easily collected and also checks to



	ensure that there hasn't been an attempt to steal from the safe.
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Appendix 4: Typical Champing™ Arrangements and Related Income

Champing™ is the exclusive overnight hire of a church to visitors. Camp beds and chairs are set up inside the church, along with tea making provisions, battery lighting, and cushions and blankets to give guests a cosy stay.

Guests book online through the Champing™ website www.champing.co.uk and these bookings are related to local contacts so everyone knows when visitors are staying. A local member of staff sets out equipment for the night and removes all gear each morning. Guests have exclusive access to the church between 6.00 p.m. until 10.00 a.m. so visitors can enjoy the church during the day.

Champers don't expect much in the way of facilities and understand that these are ancient buildings. For most churches we've installed eco-loos either inside or outside in wooden cabins. We don't allow candles but provide battery lanterns and fairy lights. As most of our churches don't have heating we only operate Champing™ between the end of March and the end of October, and we recommend Champers bring warm sleeping bags and extra blankets. We also supply bedding and breakfasts but this option isn't available at all churches. Most Champers will eat out locally or may bring their own picnic.

For those churches without electricity we provide a gas camping stove and we also provide amply bottled water for Champers and all visitors to use.

Typically Champers are couples and families. Some of our churches are large enough to welcome groups of up to 16 people. We are dog-friendly, and child-friendly. Many Champers

appreciate the history, architecture, and unique features of their surroundings, and come to learn about the building and its locale through this unique accommodation. We offer those staying for the first time a free CCT membership so they can learn more about our work and consider support for The Trust after their visit.

You can evaluate typical income which derives from Champing™ in the table below.

Church	2017	2018	2019	2020	Total
Langport, Somerset	£10,472.40	£2,765.60	£3,809.94	£3,128.00	£20,175.94
Emborough, Somerset		£2,024.30	£1,378.49	£2,625.00	£6,027.79
Chiselhampton, Oxfordshire	£10,156.29	£2,696.40	£5,864.11	£1,705.00	£20,421.80
Wolfhamcote, Warwickshire		£3,001.00	£2,213.77	£1,624.00	£6,838.77
Holme Lacy, Herefordshire		£4,368.80	£4,758.55	£1,004.00	£10,131.35
TOTAL	£20,628.69	£14,856.10	£18,024.86	£10,086.00	£63,595.65