



This booklet is a transcript of our first formal presentation to our neighbourhood, of our project to transform our three church buildings and office, and make them God's Space, fit for the purpose they were intended for: namely places that are a sanctuary, flexible and accessible.

**If you wish to keep this booklet
please take it away with you**

INTRODUCTION

to Re-Pitching Our Tent



Making our three church buildings fit-for-purpose for our neighbourhood

Not dismantling the Christian presence in our neighbourhood, but redefining it

Redefine God's Space and make it not just for Sunday

'Re-Pitching Our Tent'. We know that for the success of this project it is vital that all who hear our story are open-minded and try as much as possible not to be constrained by subjectiveness and personal prejudices.

In this booklet (a printed version of the presentation we have given to each of the three Civic Parish Councils in our Ecclesiastical parish at their annual general meetings), we present the reader, with a fundamental problem we believe we have in our parish: our buildings are currently not 'fit-for-purpose'.

We present the problem in three parts:

1. The Issue: Spiritual & Practical;
2. Why re-pitch our tent? Finance & Legacy
3. The Process of re-pitching our tent
4. Facilitating the Solution

Re-pitching Our Tent, could be more than just solving a small matter of improving our buildings and facilities, for that is what our project is physically about.

We believe it can be the beginning of significant transformation for the whole quality of life in our neighbourhood.

Our aim, to redefine **God's Space** and make it *not just for Sunday*.

We sink.

We swim.

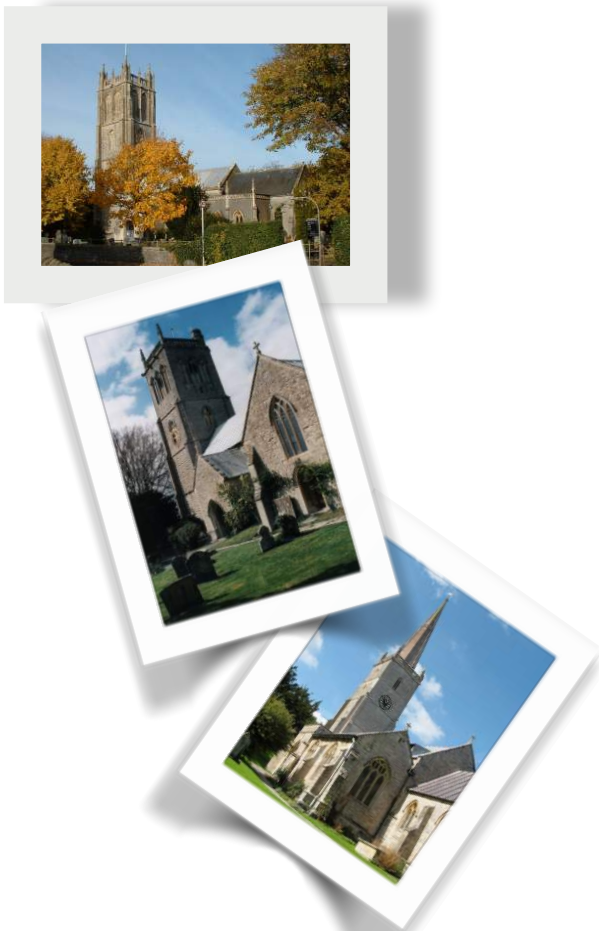
We rise.

We fall.

We meet our future together.

Whose building is it anyway?

An overview

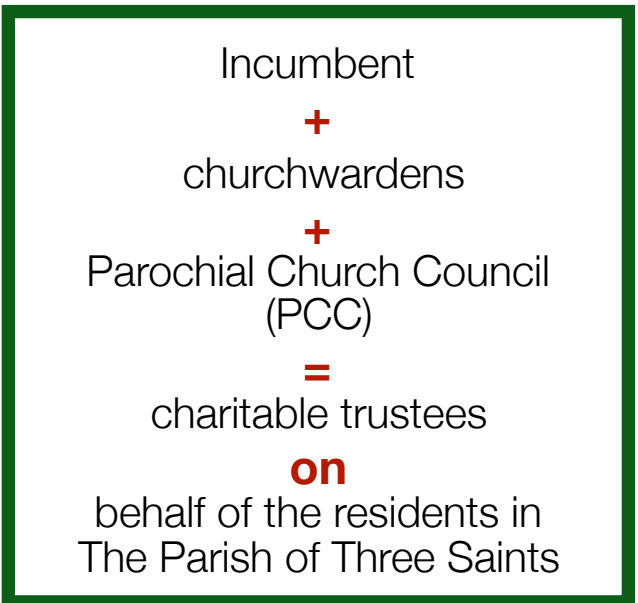


In an ecclesiastical parish, the church building and the churchyard are 'vested' with the incumbent (the Priest), who holds them on behalf of the parishioners, who are the residents of the ecclesiastical parish - in our case this means all who live in Lympsham, Eastertown, East Brent, Rooksbridge, Edingworth, and Brent Knoll.

The incumbent, churchwardens and Parish Church Council (PCC), acting as charitable trustees on behalf of the residents of The Parish of Three Saints, have the responsibility to look after the property assets and to protect them from loss, depreciation or degradation.

Meanwhile, the residents of The Parish of Three Saints, have rights of access to the church building and the churchyard and are to benefit from the worship and services the Church provides.

In short it could be said, in terms of moral ownership, that the church buildings and churchyard 'belong' to the residents of The Parish of Three Saints, whether or not they ever darken the doors of the building; the PCC has the job of looking after the property, and it is all held in trust by the incumbent on behalf of the residents of The Parish of Three Saints.



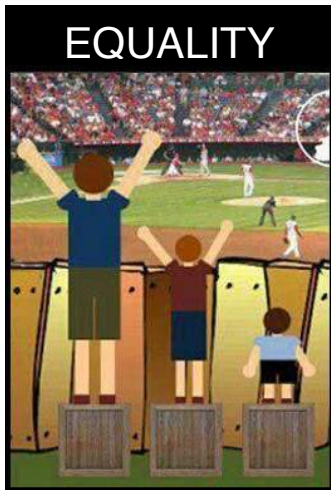
To sum up, church buildings of the Church of England are most definitely not the private premises of a 'private members' club.

They are markers and makers of sacred space in the townscapes and landscapes throughout the country, witnessing to the Christian faith that has shaped and formed us as a nation. They are symbols of spirituality in a material world. Our church buildings hold the stories of the neighbourhoods they have served through the ages; it is in this sense of being neighbourhood that our church buildings are 'common property'. This has huge implications for how we relate both to our buildings, and to our neighbourhoods.

being SMART
about our future

A value at the heart of the project

The second important thing that needs to be spoken, is a value that will be at the heart of what this project is about. What you see in the picture below is a baseball game happening on the other side of a fence. On this side of the fence are three



boys, each standing on one box, watching the game.

In fact, two are able to watch, of which one just, but the third and smaller of the boys cannot. So that they had an equal share, each was given one box, irrespective

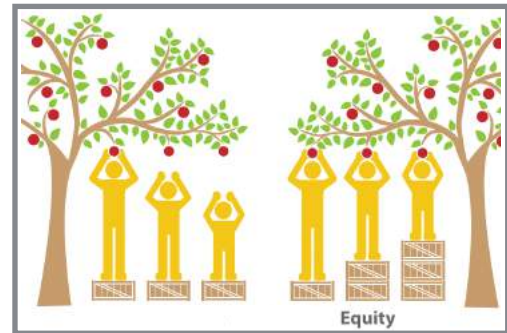
of the outcome. Having something equally shared was deemed important. But is that really okay? You see, the outcome is not equality but inequality, unfairness and the smaller boy cannot help it and has been dispossessed.

Equality means receiving the same - giving and getting must be the same. But that is not the issue, because no account has been made concerning difference and diverseness. Equatily therefore, is not the value at the heart of this project.

The value we espouse is...



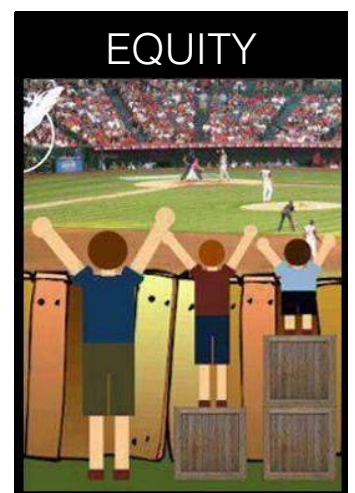
Equity is abandoning the notion that what is given and received must be equal and embracing the reality that we are all different and diverse and therefore, it is the *outcome* that is most important.



Equity is about making the *opportunities* we have fair, making the opportunities we have equal for everyone.

Look back at our first picture of the children watching baseball, or trying to! There is no fairness gained from equality. The children are not treated equally, because one still cannot see.

Now look at this picture to the side. To make the opportunity fair, to make it an equal opportunity the two small children must be raised so they can see. But one does not receive a box - Is it fair? Does it matter?



At the heart of this project is equity

PART 1

The Issue: Spiritual & Practical

Written and presented by Simon Lewis

During my six and a half years as Priest-in-Charge of The Parish of Three Saints, our Church family has been coming to terms with the realisation that our buildings and facilities are not fit-for-purpose for the future activities and growth that we wish to undertake.

Whilst all are beautiful buildings, are Grade 1 listed, and are deemed to be of important historical significance, the space is inflexible, not only for worship but for hospitably and social events, and their constant maintenance and heating costs are extremely high, and growing even more so.

Church buildings protected

In England, the Church of England's ownership of 16,000 buildings – 9,000 officially listed as of historic significance and thus protected in one way or another, and unchangeable without permission from every heritage body you can think of, and several you can't – such ownership is not always by every parish priest seen as a blessing!



Leave some footprints here on the sands of time; in the years to come they may guide someone to doing something great and noble!



- Grade 1 listed
- Historical significance



- Space is inflexible



- Maintenance
- Heating

Church buildings property portfolio

If a commercial organisation treated its 'property portfolio' as the Church of England does, it could never survive.



This is not to say, the Church should try to become a commercial organisation, but simply, that if we ignore commercial logic, particularly with regards to cashflow, then we will succumb to that logic. It is in that respect, no different from gravity - you ignore it at your peril.



3 Interlocking Priorities



We see three interlinked priorities for what our church buildings should be:

The first is **MISSIONAL** (this is the spiritual aspect and there are no apologies for this). As the people of God Christians are called to be a missional people.

This being the case, then we have to consider every point at which we touch the community we are called to serve, whether in our regular worship, the way we offer baptisms, weddings and funerals, our visiting and pastoral care, our communications and so on.

Sitting squarely in the middle of this are our buildings. Whether we like it or not, people view our church buildings as an expression of what God is like.

The second priority is to consider **USE**: what appropriate activities take place within a church building.

The final priority is to think **STRATEGICALLY**. With over 16,000 church buildings the Church of England, of which we are a microcosm, is like a retail network with a corner shop in every community.

We therefore, need to be co-ordinating between branches, 'networking', and thinking collaboratively.

Lectures, talks,
discussion groups,
courses, meetings, survey
(of all shapes and sizes)

Why Re-Pitching Our Tent?

- What is the issue?
- What is the solution?

Re-Pitching Our Tent is The Parish of Three Saints project to discover a solution to the issue we have recognised: how to make our three church buildings 'fit-for-purpose' for the future, and we are looking to cover a period of the next 100 years.

2021 / 2026 / 2036 / 2066 / 2116

Amongst the solutions this project will consider is:

POSSIBLE SOLUTION

- the altering of the inside and outside of all three church buildings;

POSSIBLE SOLUTION

- the altering of the inside and outside of just one or two of our church buildings;

POSSIBLE SOLUTION

- the closure of one, two, or three of our church buildings;

POSSIBLE SOLUTION

- the building of a new church building along with another neighbourhood orientated building next to it, as yet undefined;

POSSIBLE SOLUTION

- closing our Church office

The evolving church building

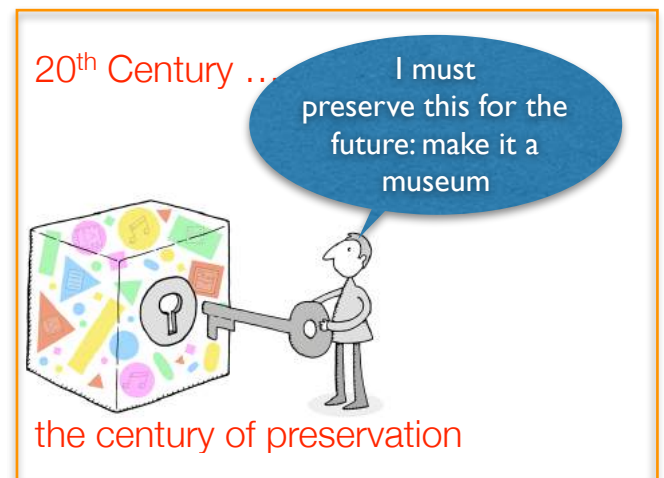
- The danger of atrophy

To help you understand our project more fully, here is a short history of the evolving church building.

Look around any of our three church buildings, and you will see three modern buildings fit-for-purpose when they were built.

For the past eight centuries they have been added to and tinkered with; alterations are part of what it means to be an 'evolving' church building. They are just like all rural church buildings in this diocese and throughout the United Kingdom.

During these eight centuries many community and social activities would have taken place in and around these church buildings. But then came the twentieth century - the century preservation.



The rise of the preservation movement at the close of the Victorian period, has done much to stagnate Church growth and nurture - in other words, from a human point of view, put God in a museum - much to the glee of secularists and the atheist community.

Sadly, this is already happening with the likes of Sir Simon Jenkins commenting that the parish churches in England are the country's true museum, encapsulating in their buildings and content a thousand years of history

(Friends of Somerset Churches and Chapels, Annual Report 2013; p.8)

This was encouraged, unintentionally, in the late Victorian period, by relocating any activities not related to Church worship to the newly built 'village hall'.

Thus a very sad and bitter divorce took place between religious faith and ordinary life, which we have inherited.



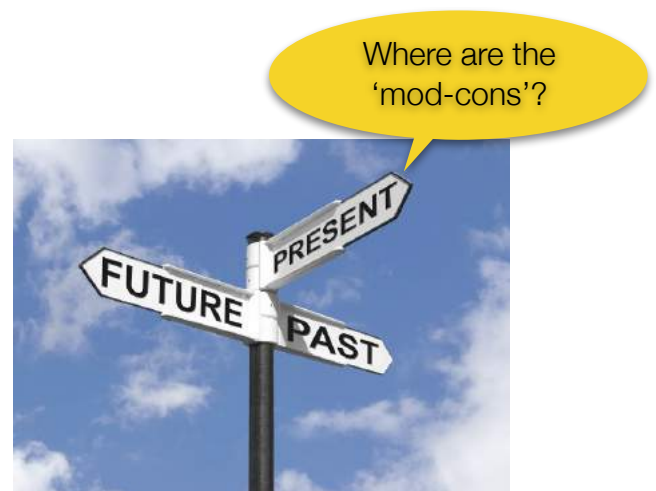
As you can imagine, or you might have experienced, many battles over what is to happen to country church buildings stem from this fixed attitude that they should never be an arena for other activities other than the sacred. If the multi-use had been sustained there would have been no need for church halls.

It is our belief that the church building legacy we have today, here in The Parish of Three Saints, are of three buildings presenting a delightful evocation of past times, but with very little connection to ordinary life as we know it.

And that is how our biggest material asset is often perceived: *a place for a harmless pastime, for anyone so inclined.*

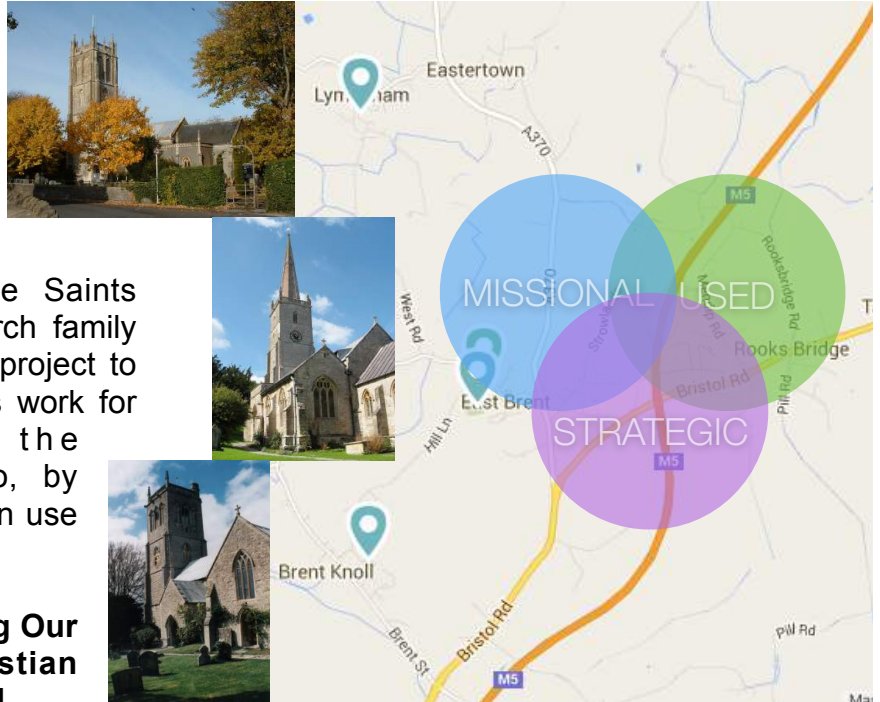


The tendency to live with at least one foot in the past, is not defined merely by the lack of 'mod cons' - of running hot and cold water, toilets and kitchens and catering facilities, comfortable seating, efficient heating, modern media technology but by the failure to realise that a Christian presence in a neighbourhood, at the outset of the 21st Century, requires a different set of tools from those available one hundred years ago, or even fifty years ago, if it is to do the work of God (which is its mission) in the drastically changing context of our society: where a struggle between being pluralist or secular is taking place, and where, in that tussle, religion is characterised by choice, not obligation as it used to be - in other words, you can believe without belonging.



Over the past six years a number of discussion groups, faith-led weekends, community-wide questionnaires, children exercises (11 in all and all documented) and also the major decision taken in 2012 to merge the old Parishes of Brent Knoll, East Brent & Lympsham into the new Parish of Three Saints (TPOTS), indicate that the Church family wish now to undertake a major project to make our three church buildings work for the Church family and the neighbourhood they belong to, by being fit-for-purpose in mission, in use and strategically.

fit-for-purpose



The projects name is **Re-Pitching Our Tent - redefining our Christian presence in our neighbourhood.**

Re-Pitching Our Tent

Definitions to help our understanding

Unfortunately the word 'church' has become for a lot of people, associated with a building. Its literal meaning is *'those who are called out'*: so in our context *Church is about the people*. Therefore, for ease of understanding when we refer to **Church** (with a capital 'C'), we are talking about the **Church family**. And when we speak of the building, we will use the term church building, with church a small 'c'. Neighbourhood is understood as the community of The Parish of Three Saints.



Transforming our church buildings cannot be avoided
Please be involved

It is in a drastically changing world

where people

believe without belonging

THAT WE MUST CARRY OUT GOD'S MISSION

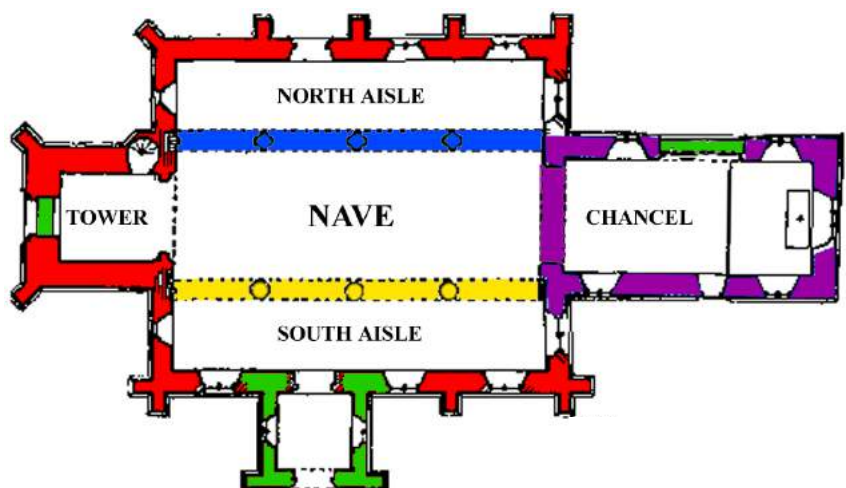



As part of its toolkit, the Church in The Parish of

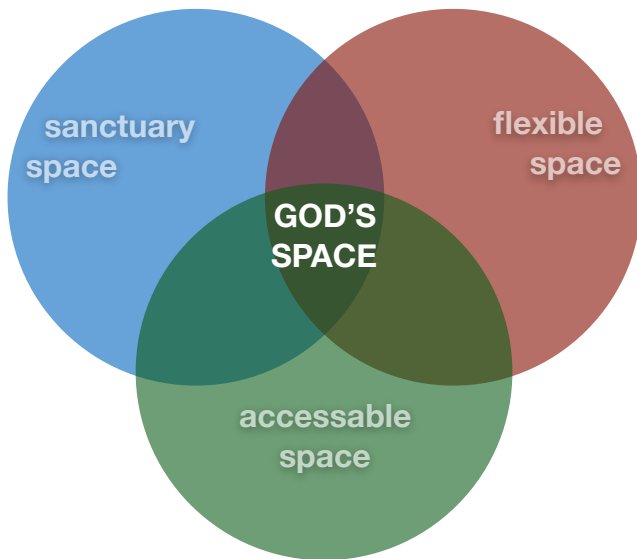
Three Saints has its buildings, which are almost identical in shape.

Therefore, our neighbourhood has the luxury of three, serving a population of around 3,900 people.

The nature of society, and the critical missionary situation of the Church, mean that many different functions are demanded of the same limited floor space.



God's Space: *not just for Sunday*



Our three church buildings are God's Space, and are being called upon, to provide within their four walls a sanctuary, that is flexible and accessible, for that is what God's Space is:

sanctuary space, for, ...

- prayer,
- peace,
- quiet,
- warmth,
- light,
- refreshments
- hospitality;

flexible space, ...

- used for concerts,
- seating that fits events,
- talks,
- exhibitions,
- festivals,
- learning,
- celebrations;

accessible space, ...

- for people with wheels,
- for those who are differently abled,
- for the unchurched and churched,
- it is for the dispossessed.

Our project is about redefining God's Space within our context, making it a **sanctuary** that is **flexible** and **accessible**: to make it **NOT JUST FOR SUNDAY**.

These multifarious and often conflicting functions require space and flexibility and a new emphasis on quality of provision, to encourage everything to happen that should be happening in our Church's buildings in terms of both spiritual growth, pastoral care and hospitality.

A collage of images. At the top, a person's hands hold a small green plant. To the right, the text 'spiritual growth' is written in blue. Below that, there are colorful handprints and a black heart shape. At the bottom, the word 'Hospitality' is written in cursive next to a hand holding a red heart.

If they are not, then they will struggle, or in the end fail, to be missional spaces and living symbols of a Christian presence.

There are Church families throughout the country as some of you might know, who are now beginning to face up to these new requirements of a church building.



It saddens me that not only Christians worshipping but anyone attending baptisms, weddings and funerals, are to be found in cold and damp buildings, long Gothic tunnels, buried beneath heaving seas of pitch pine, covering beneath balconies and lurking behind pillars. They use on a weekly if not daily basis, buildings without running water, and with practically no heat in winter, or toilet facilities. They attempt to address God in the language of today amidst the debris of yesterday's Church and the preservationist constraints imposed by those who have no understanding of the Christian mission.

They are hampered and hindered as no previous Christian generation ever was by the buildings, erected to serve them but which now subdue them.



There is a story of Pooh bear seeking to ride to safety on a honey pot during a flood. The story goes that "sometimes Pooh was *on* the honey pot and sometimes the honey pot was *on* Pooh".



Buildings can be like that. Sometimes they are the servants of the Church, and sometimes they are on top, her tyrant.

If that is what a church building has become, is becoming - a dictator, exerting power and control over the people of the Church - then the Church will be a prisoner of its time, shaped by the limitations coming from trying to preserve and conserve.



We believe this should not be the case, and it is time to re-pitch our tent because "doing nothing" is not an option.

**Transformation
needs to happen:**
*Help keep a
Christian presence
in your Parish of Three Saints*

What is the danger of doing nothing?

- The honey pot on the head!

Worship and the Godly life of your local Church family is at risk if we choose to do nothing - i.e. stay content with previous generations experiences, and if this is the case, this reveals five worrying tendencies: marginalisation, eccentricity, inconsistency, unfaithfulness and spiritualisation.

1 marginalisation

- doing nothing
- an oasis of stability
- stagnating



Change is happening at a pace all around us.
Farm buildings being converted, historic set

pieces being upgraded and adapted, but the church-building is so often being content to be left the same, thus stagnating!

This is often dressed up as a virtue, 'we are creating an oasis of stability in a changing world'. But actually it is slowly killing the Church! And I wonder whether the last Dodo said much the same thing?

2 eccentricity

- being out of step with culture - with the world lived in
- viewed with suspicion

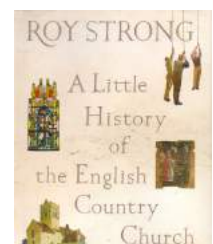


The tendency to 'eccentricity'. Rapid change is the common daily experience of almost every individual in today's world,

and a false note is struck by any Church family that eschews change in its own built environment. When a Church family is so out of step with what is going on around it, it will be viewed with suspicion because what it practices is alien to its social context. A Christian community must avoid becoming a living exhibit in a folk museum.

3 inconsistency

- a Christian generation ceases to evolve and be faithful to God
- worship is currently not lived inside the life of the neighbourhood



Every previous generation in the history of the Christian Church has ruthlessly adapted church buildings to suit current theological and social thinking. It is now our generation who is being unfaithful to that tradition, to the Christian message that challenges and moves us on in our thinking

In his important book 'A Little History of the English Country Church' about the

history of rural churches, Professor (Sir) Roy Strong, is very clear about the place of the church-building, it is to be part of the centre of a local community. But it will not happen if these places of worship remain, only places of worship; and, as Strong intimates, the evidence is before us, inconsistency occurs because worship has been confined to a building, and is not lived inside the life of the neighbourhood.

4 unfaithfulness

- If Jesus expects us to transform our lives, to re-order our lives, then the same goes for our buildings.



A Church family which seeks to create an island of 'no-change' in a sea of transformation - an attitude in which the unaltered building is often the most potent symbol - is unfaithful at the deepest level to the Christian message about Jesus Christ, to the

Christian message about Jesus Christ, who proclaimed a new way of life through total transformation.

Most Christians understand this: if Jesus expects us to transform our lives, to re-order our lives, then the same goes for our buildings and when this does not happen such a neighbourhood despises its own birthright.

5 spiritualisation

- indifference to the environment of worship - our church buildings exist in a state of 'refined squalor'



A kind of inverted snobbery when the building is left to fall into decay because there are other more important things to be done. This creates an air of squalour; and yet when the time comes to do something about it we are left facing

an enormous mountain, rather than seeing the building as one of our resources to creating a spiritual haven, a place of pastoral support which needs to be constantly transformed and shaped to meet the challenges of the current age.

Together we must find a future

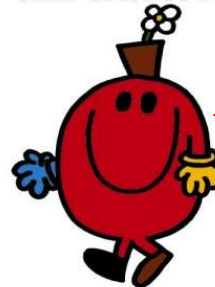
Finally, a neighbourhood that does this proclaims one thing in its preaching and its prayers, and quite another in its weekly polishing of the long abandoned pulpit.

And it falls into the trap of nonchalantly saying "it doesn't really matter as long as our heart is in the right place!"

But it does matter. It matters to us here in this Parish of Three Saints. What we are proposing isn't new, many Church families across the country have or are undergoing what we are seeking to do.

We are not dismantling the Christian presence in our neighbourhood, we are redefining it, so our buildings are being used in a proactive way for the neighbourhood.

MR. WRONG



"It doesn't really matter as long as my heart is in the right place!"

"We are not dismantling the Christian presence in our neighbourhood, we are redefining it"



PART 2

The Issue: Spiritual & Practical

Written and
presented by
Jim Hanmer

Together
as a neighbourhood
let us be **SMART**
about the **future**

Part 1 has been a historical and spiritual, but necessary introduction to why this project is happening. This part of the booklet looks at some of the practical reasons we are considering this transformation.

WHY?

Re-Pitch Our Tent

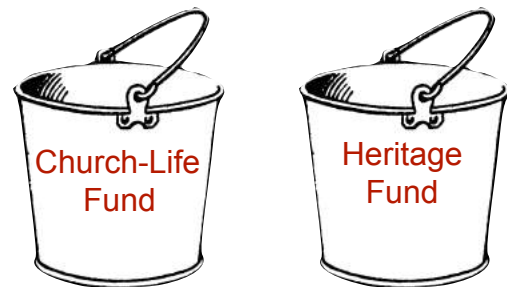
- Financial
- Legacy

There are two areas – the financial situation we now have and the legacy we leave behind. For both of these reasons doing nothing just isn't an option.

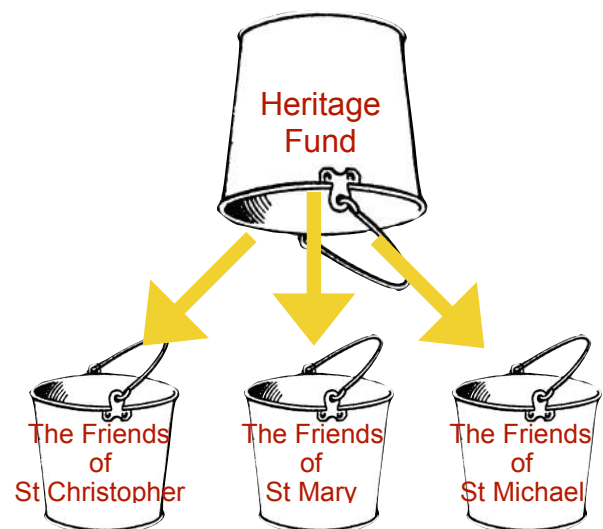
We firmly believe reacting to each financial crisis can only end up with us managing the decline of the parish.

However, if we are proactive we can take control of the situation for the benefit of all our parishioner's.

Just to help your understanding we currently have two funds. The Church-Life Fund and The Heritage Fund.



The Church-Life Fund, covers all the activities that make a church live, and includes items such as our Parish Share and pastoral care. Along side that we have the Heritage Fund, in which there are three accounts, one for each building called, 'The Friends of St Christopher, The Friends of St Mary and The Friends of St Michael.



This funding structure, allows for those who wish to support a particular building or those who wish to support our mission to have a choice.

Current Spend

It is a requirement of Church Law to have a Quinquennial Report (a five year inspection by an architect), to identify work required to ensure our church buildings are well maintained and a maintenance plan for our buildings formed based on these reports. St Michael's and St Mary's were done in 2015 and St Christopher is due later this year.

- Quinquennial Reports
- c£22,600 annual spend on our church buildings
- Major Roof repairs to all churches
- c£22,340 Utilities, Insurance and other costs
- Our Ministry

To fulfil the requirements of the reports we should spend an average of c£22.6K on our buildings in each of the next five years. Also all of the church buildings need major roof repairs in the next few years. Our Buildings & Grounds team is in the process of developing a 5-year plan to understand the funding requirement as we move forward.

On top of this, across the Parish we need a further £22K just to cover utilities, insurance, grounds maintenance, annual services, unexpected emergencies, etc. These figures do not include the cost of our Ministry within the Parish, e.g. our Priest and Pastoral work, these costs are met primarily by the Planned Giving of our Parishioners through the Church-Life Fund.

	St C	St My	St Mc	Totals
Opening Balance	14506	22380	35215	72101
Income (c75% is	5090	5150	5779	16019
Church Running	8200	8240	5900	22340
Repairs	6000	5900	10700	22600
Closing Balance	5396	13390	24394	43180

The figures above show the impact on our limited resources for our buildings and how they will be depleted by almost 50% in just one year.

	1 Year	5 Years	20 Years
Total Annual	45,000	229,500	918,000
Fund Raising	16,000	81,600	326,400
Deficit	29,000	147,900	591,000

These figures show the impact of our outgoings over the next twenty years if we do nothing other than meet our normal annual running costs and maintain the current level of fund raising.

Our Legacy

We believe and acknowledge we have a responsibility to sustain a Christian presence in this neighbourhood. From the last census, and other data, we know approximately 2000 off our residents would consider themselves to be Church of England. Clearly, there is a disconnect between their faith and their need to attend Church.

We have the largest and most impressive buildings in our neighbourhood

There are those who come into our church buildings wearing rose tinted glasses and can't see beyond what exists now, and have done for the past 100+ years. There are many others who see the buildings as an anachronism of their modern lifestyle. Our challenge is to understand, respect and question those views.

We acknowledge our responsibility to sustain our Christian presence for future generations

We have a responsibility to create an environment where some, if not all, of those 2000 feel comfortable in stepping over God's threshold, perhaps initially to attend a neighbourhood event but eventually to explore what this God thing really is all about.

How we go about this, is what this project is *all* about and we pray, we trust, you will support us in this.

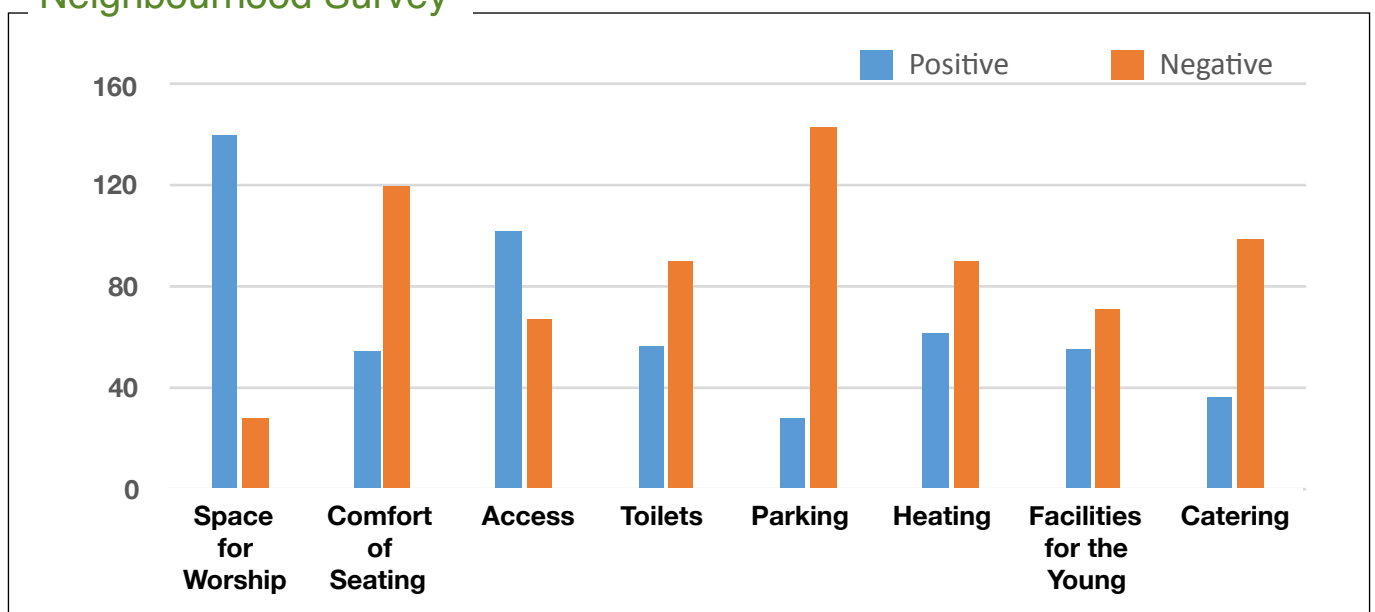
Our Research

So, given the potential costs and our concern for our Christian presence, you have already heard we have conducted a range of research to understand what our parishioners feel. One significant piece of research was the neighbourhood survey we conducted in 2013. The form went to every household throughout the Parish of Three Saints, c1800 copies, and we received 200 responses. 40% were from our church membership, so 60% (120 people) came from those who do not attend church regularly, if at all – we wonder why they bothered!

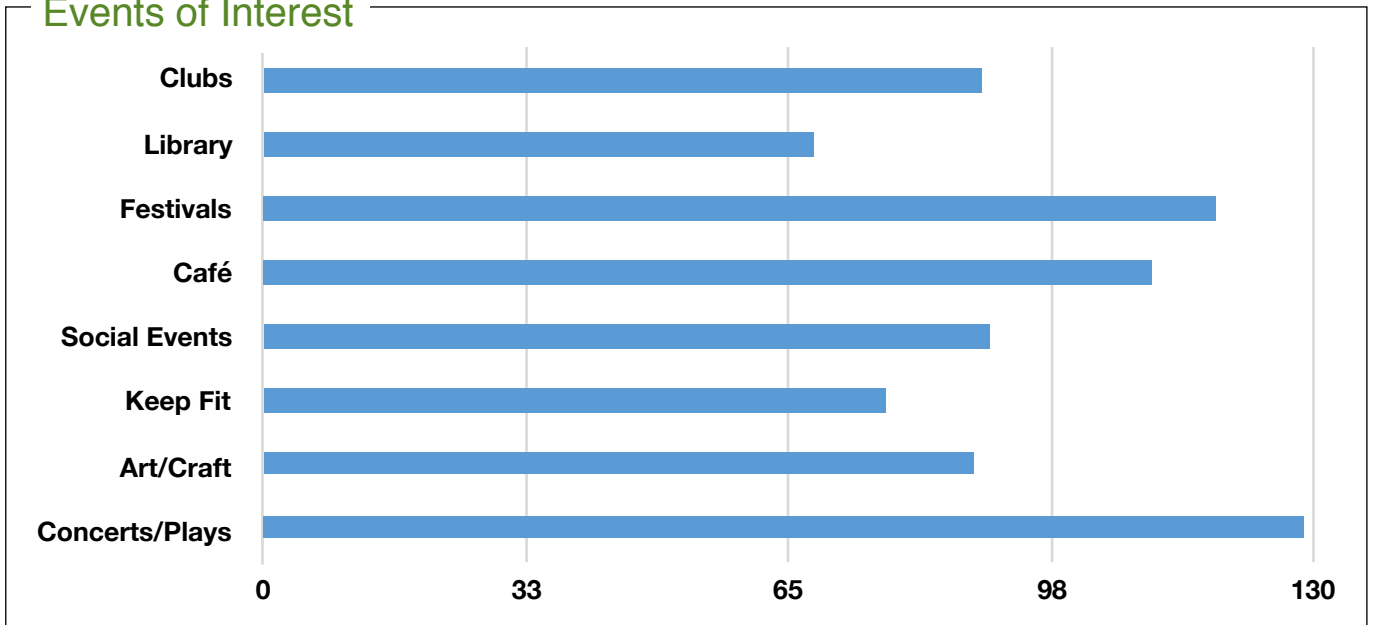
- 11 pieces of research over past 3 years
- Neighbourhood Survey
- 40% Church membership

One question asked the responders to consider several aspects of the current buildings and as you can see most generated a negative.

Neighbourhood Survey



Events of Interest



Another question asked what activities they would be interested in joining if they were available in the buildings. You can see some very positive votes in favour of certain activities. Take for example the Café. Recently, in Lympsham, a community café has been launched (not by the Church), which is aimed at our neighbourhood. This is proving extremely successful and does highlight an enthusiasm within the Parish.

It is important to stress we are not looking to compete with what already exists but to seek ways to compliment those activities.

Current use of our church buildings

Although our buildings are open every day and we do have many visitors our buildings are currently only used for Sunday and mid-week Worship, Life events, various religious festivals, our three local schools use them and for fundraising events.

The current use of our buildings is approximately **300 hours per annum**, which with an annual expenditure of £45,000 means it costs **£150** for each hours use.

We have a Church Membership (those who attend church at least once per month) of **71**, therefore, our buildings cost **£635 per annum** for each member to Worship!

Worship

- Two worships each Sunday in two churches
- Midweek worship at two churches
- One Monthly Sunday Evening service

Life Celebrations - e.g.:

- Baptisms
- Weddings / Affirmation of marriage
- Funerals / Thanksgivings

Festivals - e.g.:

- Advent, Christmas, Lent, Easter, Harvest, Remembrance

School use

- worship
- classroom

Fund Raising events

We know doing nothing really isn't an option and has led us to the need to completely review how our buildings fit God's Mission for the Christian presence God wants in our neighbourhood.

PART 3

Written and presented by Geoff Searle

The process of re-pitching our tent?

This section presents how we will manage and deliver this project.

Fundamentally this is achieved by using an Approved Strategy and forming a Working Group (WG) of all the major Stakeholders.

First, because we know there will inevitably be some rumours and misinformation, I would like to address these first.



Myth 1

Solution/s [Changes] are already decided!

Fact

- Nothing ruled out
- Nothing ruled in

First, as you will see in a moment, at this stage **NO** potential solutions (by which I mean changes) have been excluded and none have been chosen - that is all to come!

Myth 2

Village neighbourhood will not be involved!

Fact

- Always planned to include neighbourhood: and stated in RPOT Strategy (*PCC agreed and published 16 July 15*)
- **Presentation 1:** 'The Issue' (this booklet)
- **RPOT Working Group:** made of major neighbourhood stakeholders
- **Presentation 2:** 'Solution Options' presented to neighbourhood to gain feedback and support
- **Presentation 3:** 'Final Option' presented

Secondly, it has always been our intention (and still is) to involve and gain acceptance of our local neighbourhood in deciding what we want to do and how to do it. This was included in our Strategy from the beginning and agreed by PCC and published on 16th July 2015.

Any solutions will need to demonstrate significant local acceptance and support if they are to attract the grant funding which we will need to obtain.

Myth 3

Church buildings will close!

Fact

- At this stage every option has to be considered in order to come to the correct decision

As you have seen, we are struggling to fund repairs and maintenance of our current buildings. Obviously RPOI will need to provide a solution that can be maintained for the foreseeable future (100 years +)

Myth 4

Neighbourhood will not be kept informed

Fact

- It has always been our intention that the neighbourhood will have up-to-date reports on a regular basis

The PCC is already receiving regular reports every meeting which are publicly available. We now place monthly reports on our website, <http://www.theparishofthreesaints.org.uk> and anywhere else that is convenient.

being **SMART** about our future

So now to the “Nuts & Bolts” of the project. The core document is the Strategy. It is divided into 4 phases as shown here.

Phase 1

the formation of the **Matrix** [COMPLETED]

Phase 2

the formation of the Re-Pitching Our Tent, **Working Group** [STARTED]

Phase 3

is about gaining the necessary **Approvals** for the chosen single solution

Phase 4

is the implementation of the **Approved Solution**



Phase 1

What we've done

As already mentioned, we've analysed 11 activities to establish what is wanted. These activities include a questionnaire that went out to the whole neighbourhood, a children's session and other weekend and Church/faith led discussions.

These requirements for a future Church were listed in a document called The Matrix. The Matrix lists all the activities we expect to want to be able to undertake in years to come along with the facilities needed to undertake them.

On the following six pages (21-26), is the Matrix:

"THE MATRIX"

Requirements For a Future IPOTS Church

Version A - 16/7/15 - PCC Approved

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
1						
2		ACTIVITIES				
3						
4	101	Provision of café activity	incl lunches. Welcoming, hospitable environment. Place to meet/talk, groups or take friends. Sit & Read. Possible self-service.	Neighbourhood survey QB. PCCF1d. PCCF2c2. PCCF6c. PCCF11i.	2, 3, 4, 5, 6, 7	1
5	106	Provision of weekend worship activity	in & out of church building	Neighbourhood survey QB, CoIE Organisational Structure	1, 2, 3, 4, 5, 6, 7	1
6	107	Provision of weekday worship activity	in & out of church building	Neighbourhood survey QB, CoIE Organisational Structure	1, 2, 3, 4, 5, 6, 7	1
7	109	Provision of Church Family Social Events activity	incl Parish Meals.	Neighbourhood survey QB. HCD20&25. PCCF5i. PCCF9e	2, 3, 4, 5, 6, 7	1
8	110	Provision of Worship Festivals activity	Christmas, Easter, Mothering Sunday, etc.	Neighbourhood survey QB	1, 2, 3, 4, 5, 6, 7	1
9	120	Provision of a Welcomers/Stewards team	Welcome Packs	Repitching The Tent, F4 activity responses, Q1. PCCF6c. PCCF11b.	2, 3, 4, 5, 6, 7	1
10	125	Provision of ecumenical activities	e.g. Methodists	Repitching The Tent, F4 activity responses, Q1. HCD3&23. PCCF5g.	1, 2, 3, 4, 5, 6, 7	1
11	126	Provision of activities for all age-groups	inc young mums, children, Messy church, Summer music, Summer holiday camp, Youth club	Repitching The Tent, F4 activity responses, Q1.HCD9&15. PCCF2c6.	2, 3, 4, 6, 7	1
12	128	Provision of Nurture and Growing courses & meetings activity	Emmaus, Lent, Advent, Alpha, workshops, PCC etc	HCD2&10, 11. PCCF1b. PCCF2c5.	1, 2, 3, 4, 5, 6, 7	1
13	130	Provision of Office activity	administration, communication, internet, website, photocopying, phone	HCD24. PCCF2c5.	2, 3, 4, 7	1
14	131	Provision of Pastoral Care activity		Dream Board	1, 2, 3, 4, 5, 6, 7	1
15	138	Provision of activity for Baptisms, Weddings, Funerals.	Meeting all involved as individual couples or groups e.g. Marriage Prep Course, ...	PCCF5L	1, 2, 3, 4, 6, 7	1
16	139	Provision of Private Prayer activity.		PCCF10d.	1, 2, 3, 5, 6, 7	1
17	102	Provision of Fayres/Fetes activity		Neighbourhood survey QB	2, 3, 5, 6, 7	2
18	103	Provision of Fundraising events activity		Neighbourhood survey QB	2, 3, 5, 6, 7	2
19	104	Provision of concerts/plays/music/films activity		Neighbourhood survey QB. HCD14&27. PCCF9e. PCCF11p.	2, 3, 4, 6, 7	2
20	115	Provision for Community Choir activity		Neighbourhood survey QB	1, 2, 3, 4, 6, 7	2
21	116	Provision of Parent & Toddlers & Creche activity		Neighbourhood survey QB. PCCF1d. PCCF2c6. PCCF10f.	2, 3, 4, 6, 7	2

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
22	119	Provision of Counselling activity	Parenting, Practical home support	Neighbourhood survey Q8	2, 3, 4, 6, 7	2
23	121	Provision of Promote Foodbank activity		Repitching The Tent, F4 activity responses, Q1	1, 2, 3, 4, 7	2
24	122	Provision of Music Group activity	incl Choir, worship band, worship ensemble	Repitching The Tent, F4 activity responses, Q1, Children's input, Dream Board	1, 2, 3, 4, 5, 6, 7	2
25	123	Provision of Justice & Social Responsibility activity	Compassion, other charities, Christians Against Poverty, Foodbank, homelessness, poverty, conflict, relationship/family breakdown, etc	Repitching The Tent, F4 activity responses, Q1, Dream Board	1, 2, 3, 4, 5, 7	2
26	127	Provision for school activities		Repitching The Tent, F4 activity responses, Q2	1, 2, 3, 4, 6, 7	2
27	129	Provision of transport activity	bus, incl disability.	HCD18&22. PCCF2c8.	2, 3, 4, 6, 7	2
28	132	Provision for wide styles of worship activity	Charismatic, Taize, Iona, Anglican, Anglo-Catholic - best of all	Dream Board, CoFe Organisational Structure	1, 2, 3, 4, 5, 6, 7	2
29	133	Provision of Healing Ministry activity	main worship times, special workshops, pastoral care	Dream Board	1, 2, 3, 4, 5, 6, 7	2
30	136	Provision of "No-one Alone" activity	Contact Hub to keep a caring eye on individuals	PCCF1f.	2, 3, 4, 5, 6, 7	2
31	137	Provision of catering activity for events that happen in the buildings		PCCF5i.	2, 3, 4, 5, 6, 7	2
32	105	Provision of Festival activity		Neighbourhood survey Q8	1, 2, 3, 4, 5, 6, 7	3
33	108	Provision of Specialist clubs activity	Specialist clubs includes gardening, art & crafts, book club, reading, language club, After-School clubs, clubs for elderly etc. Uniformed organisations e.g. Brownies	Neighbourhood survey Q8, HCD1. PCCF1e. PCCF9e	2, 3, 4, 6, 7	3
34	111	Provision of Library activity		Neighbourhood survey Q8. PCCF2c7.	2, 3, 4, 6, 7	3
35	112	Provision of Exhibitions activity		Neighbourhood survey Q8. PCCF5i.	1, 2, 3, 4, 6, 7	3
36	113	Provision of Holiday Clubs activity		Neighbourhood survey Q8	1, 2, 3, 4, 6, 7	3
37	114	Provision of Sporting Facilities activity	incl Keep Fit	Neighbourhood survey Q8	2, 3, 4, 6, 7	3
38	117	Provision of Adult Education activity	incl IT	Neighbourhood survey Q8. PCCF9e.	2, 3, 4, 7	3
39	118	Provision of Debating Forums activity		Neighbourhood survey Q8	1, 2, 3, 4, 6, 7	3
40	124	Provision of good communication activity	external & internal. Clear & concise. Twitter,	Repitching The Tent, F4 activity responses, Q1. HCD6&7&24. PCCF11c. PCCF11e.	2, 3, 4, 5, 6, 7	3
41	134	Provision for Heritage ministry & Friends activity	e.g. look at pew ends, historical aspect of buildings	Dream Board	2, 3, 4, 5, 6, 7	3
42	135	Provision of Help Sessions	Citizen's Advice etc.	PCCF1e.	2, 3, 4, 6, 7	3
43	140	Provision of PCC Activity		CoFe Organisational Structure	1, 2, 3, 4, 5, 6, 7	3
44						

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
45		FACILITIES				
46						
47	1	Provision of café facility	welcoming, hospitable environment. Incl commercial kitchen.	Neighbourhood survey Q8. Also Repitching The Tent, F4 activity responses, Q1, Children's input. PCCF1d. PCCF2c2. PCCF6c. PCCF9g. PCCF10d. PCCF11i. PCCF12d. PCCF14i.	N/A	1
48	6	Provision of weekend worship facility		Neighbourhood survey Q8. HCD11. PCCF10d.	N/A	1
49	7	Provision of weekday worship facility		Neighbourhood survey Q8. PCCF10d.	N/A	1
50	10	Provision of Worship Festivals facility	Christmas, Easter, Mothering Sunday, etc.	Neighbourhood survey Q8	N/A	1
51	20	Provision of heating		Repitching The Tent, F4 activity responses, Q1. PCCF2c1. PCCF8e. PCCF10d. PCCF11i.	N/A	1
52	21	Provision of comfortable environment		Repitching The Tent, F4 activity responses, Q1. PCCF6c. PCCF9g. PCCF11i. PCCF12e. PCCF14f.	N/A	1
53	22	Provision of facility for Baptisms, Weddings & Funerals.	mobile font. Able to have flexible space around font.	Repitching The Tent, F4 activity responses, Q2. PCCF2c10. PCCF5i.	N/A	1
54	24	Provision of altar facility	mobile altar	Repitching The Tent, F4 activity responses, Q2. PCCF11h.	N/A	1
55	26	Provision of an environment which has sacredness/peace and presence of God		Repitching The Tent, F4 activity responses, Q1	N/A	1
56	27	Provision of facility for flexible/comfortable seating		Repitching The Tent, F4 activity responses, Q1. PCCF2c1 PCCF6c. PCCF10d. PCCF12e. PCCF14i.	N/A	1
57	29	Provision of flexible & versatile multi-media system facility	inc recording/playback, screen, projection, voice enhancement (microphones), band,	Repitching The Tent, F4 activity responses, Q1, Children's input. PCCF2c3. PCCF10d. PCCF11m.	N/A	1
58	31	Provision of facility to support all age groups activities	inc young mums, children, Messy church, Summer music, Summer holiday camp	Repitching The Tent, F4 activity responses, Q1. HCD15	N/A	1
59	32	Provision of toilet facility		Repitching The Tent, F4 activity responses, Q1, Children's input. PCCF2c2. PCCF6c. PCCF9g. PCCF10d. PCCF12d. PCCF14i.	N/A	1
60	34	Provision of Disabled access to all facilities		Repitching The Tent, F4 activity responses, Q1. PCCF2c8.	N/A	1
61	37	Provision of facility for Nurture and Growing courses & meetings	Emmaus, Lent, Advent, Alpha, workshops, PCC, etc	HCD2&11. PCCF1b. PCCF2c5.	N/A	1

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
62	48	Provision to have a building that is connected to the wider community and does not appear to be just for the 'members'		MAP2	N/A	1
63	51	Provision to be open seven days a week		MAP2	N/A	1
64	53	Provision to have sufficient space for people to meet throughout the week (not just before and after services), with the possibility of serving refreshments		MAP2. PCCF2c8.	N/A	1
65	54	Provision to have a worship space that is fit-for-purpose and meets the requirements of different worship patterns and contemporary liturgies		MAP2. PCCF10f.	N/A	1
66	57	Provision to have sufficient and decent lavatories, well equipped kitchens and sufficient storage space		MAP2. PCCF2c4. PCCF2c8.	N/A	1
67	59	Provision to be warm and comfortable, with some more intimate space for private prayer		MAP2. PCCF1c. PCCF2c1. PCCF2c5.	N/A	1
68	60	Provision to meet the statutory requirements of the Disable Discrimination Act		MAP2. PCCF2c8. PCCF14i.	N/A	1
69	68	Provision of catering facility for events that happen in the buildings	Possible self-service.	PCCF5i. PCCF9g.	N/A	1
70	69	Provision of parking facility		PCCF5n. PCCF10d. PCCF14i.	N/A	1
71	70	Provision to meet the statutory requirements of the Health & Safety Acts		PCCF8e	N/A	1
72	3	Provision of fundraising events facility		Neighbourhood survey Q8	N/A	2
73	4	Provision of concerts/plays/cinema facility		Neighbourhood survey Q8.	N/A	2
74	9	Provision of Social Events facility		HCD14&27.PCCF11p.	N/A	2
75	15	Provision for Community Choir facility		Neighbourhood survey Q8.	N/A	2
76	16	Provision of Parent & Toddlers facility	incl play area, crèche, children's corner	HCD20&25.	N/A	2
77	23	Provision of lectern facility	mobile lectern	Neighbourhood survey Q8	N/A	2
78	25	Provision of facility for flexible and versatile worship space	including spinning dias	Neighbourhood survey Q8, Children's input. PCCF1d. PCCF2c6.	N/A	2
79	30	Provision of ecumenical use of facilities	e.g. Methodists	Repitching The Tent, F4 activity responses, Q2	N/A	2
80	33	Provision of Baby changing facility		Repitching The Tent, F4 activity responses, Q1. HCD3&23. PCCF5g. PCCF14j.	N/A	2
81	35	Provision for movable staging		Repitching The Tent, F4 activity responses, Q1, Children's input	N/A	2
				Repitching The Tent, F4 activity responses, Q2	N/A	2

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
82	39	Provision of Office facility	admin, communication.	HCD40. PCCF2c5. PCCF10d.	N/A	2
83	40	Provision of Prayer Station facility		PCCF2c11.	N/A	2
84	41	Provision of Quiet Area facility		Children's input. PCCF2c11. PCCF10e.	N/A	2
85	42	Provision of Comfy furniture	incl sofas, chairs (for worship space as well), beanbags	Children's input. PCCF2c1.	N/A	2
86	46	Provision of Storage facility	Messy church, Godly play resources. Liturgical resources (e.g. theological books, worship books, hymn books, prayer books,)	PCCF2c4. PCCF10d.	N/A	2
87	47	Provision of Vestry facility		PCCF10d.	N/A	2
88	49	Provision to be understandable to people who do not know very much about Christianity or the Church		MAP2	N/A	2
89	50	Provision to be up to date, relevant and accessible to hearts and minds as well as bodies		MAP2	N/A	2
90	52	Provision to be welcoming from the outside through the inside. To be less threatening, foreboding and hierarchical		MAP2. PCCF2c8. PCCF9g. PCCF11e.	N/A	2
91	55	Provision to be adaptable for a wide range of uses and activities - not just worship		MAP2	N/A	2
92	56	Provision to have facilities for people of all ages, specifically babies, children and young people		MAP2. PCCF1c,d,e,f.	N/A	2
93	61	Provision to be straightforward to look after with minimum costs for maintenance and repairs		MAP2	N/A	2
94	62	Provision to be energy efficient and environmentally sensitive		MAP2	N/A	2
95	65	Provision of "No-one Alone" facility	Contact Hub to keep a caring eye on individuals	PCCF1f.	N/A	2
96	73	Provision of Bibles facility	Bibles readily available	PCCF11i.	N/A	2
97	2	Provision of Fayres/Fetes facility		Neighbourhood survey Q8	N/A	3
98	5	Provision of Festival facility		Neighbourhood survey Q8	N/A	3
99	8	Provision of Specialist clubs facility	Specialist clubs includes gardening, art & crafts, book club, history groups, reading, language club, After-School clubs, clubs for elderly etc. Uniformed organisations e.g. Brownies	Neighbourhood survey Q8, HCD1. PCCF1e. PCCF14j.	N/A	3
100	11	Provision of Library facility		Neighbourhood survey Q8. PCCF2c7.	N/A	3
101	12	Provision of Exhibitions facility		Neighbourhood survey Q8	N/A	3
102	13	Provision of Holiday Clubs facility		Neighbourhood survey Q8	N/A	3
103	14	Provision of Sporting Facilities facility	incl Keep Fit	Neighbourhood survey Q8	N/A	3
104	17	Provision of Adult Education facility	incl IT	Neighbourhood survey Q8	N/A	3
105	18	Provision of Debating Forums facility		Neighbourhood survey Q8	N/A	3
106	19	Provision of Counselling facility	Parenting, Practical home support	Neighbourhood survey Q8	N/A	3
107	28	Non-provision of pulpit	Repitching The Tent, F4 activity responses, Q2	Neighbourhood survey Q8	N/A	3

Line Number	Requirement Number	Requirement	Details	Justification with Material Source	Justification with Spiritual Source (based on 7 Marks of Healthy Church) - Only applicable to Activities (See Note 3)	Priority (High = 1, Medium = 2, Low = 3)
108	36	Provision of facility for separate gathering space (Narthex)		Repitching The Tent, F4 activity responses, Q1. PCCF8e. PCCF10d. PCCF11n.	N/A	3
109	38	Provision of transport facility	bus	HCD18&22.	N/A	3
110	43	Provision of Youth area facility	incl pool table, Xbox, table tennis, iPads, ..	Children's input. PCCF2c6.	N/A	3
111	44	Provision of "Godly play" classroom facility			N/A	3
112	45	Provision of good entrance facility	incl rotating glass doors. Welcoming porch	Children's input. PCCF8e	N/A	3
113	58	Provision to utilise modern technology		MAP2	N/A	3
114	63	Provision to speak of today and not so much of 'yesterday'		MAP2	N/A	3
115	64	Provision of facility for Help Sessions	Citizen's Advice, etc.	PCCF1e	N/A	3
116	66	Provision of flexible lighting facility	internal & external	PCCF2c3. PCCF11d.	N/A	3
117	67	Provision for outdoor space facility	seating, raised flower beds, BBQ, hard space, allotments, bike-racks, push chair, turning circle, lighting	PCCF2c9.	N/A	3
118	71	Provision of Heritage Area facility	e.g. historical info, artefacts, ..	PCCF8e	N/A	3
119	72	Provision for Donation Box facility		PCCF1f.	N/A	3
120	74	Provision of Christian Bookshop		PCCF11i.	N/A	3
121	75	Provision of PCC meeting space facility		CofE Organisational Structure	N/A	3
122						
123		NOTES				
124		1. HCD= Healthy Church Day				
125						
126		2. PCCF1= PCC Feedback, para number refers to comment author				
127						
128		3. Justification with Spiritual Source: These are only applicable to Activities and not Facilities. Reason: Facilities are based on the Activities which lead.				



Phase 2 What we are doing now

As mentioned before, the first item in Phase 2 in the Strategy is to form a WG of all major stakeholders. This has been achieved and our first WG meeting was on 27th April.

The Working Group seeks ideas for solutions, probably from an architect and to be produced in simple schematic form. These can then be presented to the neighbourhood and PCC and other interested local bodies to gain feedback.

- Forming Working Group (WG) include all Stakeholders
- WG will consider solutions, give views and iterate the solutions until a preferred Single Solution becomes evident
- DAC visit to RPOT 18th April 16
- This will include further neighbourhood wide presentation of the major 2 or 3 solution options and seek their views and support (aim for 20% support)
- Choose best solution

This feedback will then be used to produce a single solution which will again be presented to the neighbourhood, PCC and interested bodies to seek general support. Hopefully this support will be strong enough to declare this as the Single Solution. This will then be presented to PCC for approval.

Phase 2 ends having selected the best supported single option called the Single Solution.

The next box shows who we consider the major stakeholders to be and hence received invitation to join our working group.

Major Stakeholders (WG members) are:

- Diocesan Advisory Committee (DAC)
- Parish Councils
- Methodist Church
- Architect
- Local Schools
- TPOTS Reps (Priest, Project Coordinator, Treasurer, Fundraiser, Communicator, Church Wardens, Building Champions, Youth)

Now for how this group will operate. The working group involves a range of stakeholders. We have one person from each organisation and their role is to provide a two way communication between the progress of the project and the organisation they represent.

The challenge is to ensure that all delegates, whilst bringing their own knowledge and expertise, have an open mind focussed on the whole picture. We anticipate argument and disagreement but also a common aim focussed on achieving the best result for the whole neighbourhood.



Phase 3 What we are doing now

As it shows here, we will need to turn our Single Solution schematic into detailed drawings by an architect. In parallel, we will need to seek the necessary permissions from the DAC, Planning and others with a vested interest such as Historic England, The Victorian Society, to undertake the work detailed by the Single Solution.

Also we will need to continue fund-raising and start applications for grants. Finally Phase 4 can start.

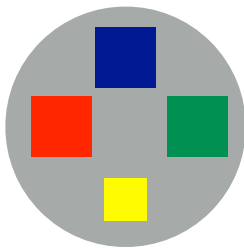
PART 4

Facilitating the Solution

Written and presented by Simon Lewis

To help the Re-Pitching Our Tent Working Group, find a single solution, we will be using the following concept:

We are one parish with four buildings - symbolised below by the grey circle with four different coloured squares.



Now imagine our parish with its four buildings symbolised as a house with four rooms, as below.

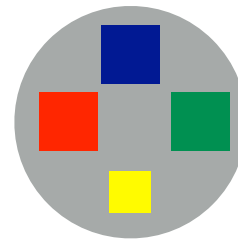


In any house with four rooms, you would not expect to or have all four rooms the same, e.g., four kitchens, four bedrooms, for bathrooms, etc.

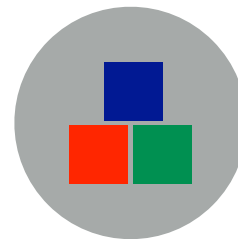


You would have a variety of rooms to cater for the variety of activities one needs in a house.

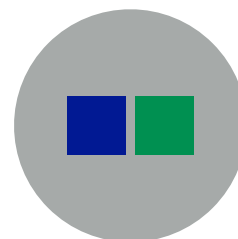
This is the same for the Church family here in The Parish of Three Saints, we need a variety of *facilities* to accommodate the *activities* that have been identified in the Matrix. These facilities, and activities can be spread between all four buildings;



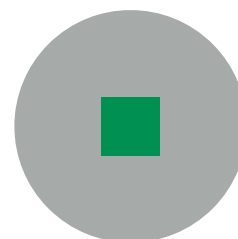
between three buildings;



between two buildings;



or, into one building, whether that is an existing one or a new build.



A FINAL THOUGHT

“Leave some footprints here on the sands of time; in the years to come they may guide someone to doing something great and noble!”

As a parish priest, I must engage in such a journey as God is taking us on with this project. Why? Because the footprint we wish to leave, which is a *redefined Christian presence in this parish*, is about *keeping the possibility of God alive* in this very material orientated world; and in particular, our little world of The Parish of Three Saints.

This is not about the preservation of a beautiful grade 1 listed building in a village. This story is bigger than that. It is about the future of the neighbourhood itself - not whether it exists or not (buildings in and of themselves don't have that power) - but *how* it exists. Representing God here on earth the Church presence is all about *servicing* the neighbourhood, through its people and, through its buildings.

Re-Pitching Our Tent, *is* God's journey for the Church family here in this place, to make us *serve* the neighbourhood better through our activities and facilitates: to have a *God's Space* - be it one, two or three - that offers sanctuary, is flexible and accessible for the future. It is happening now, so our neighbourhood will continue to grow and be nurtured, if it so wishes, in, spiritual awareness, care and hospitably for one another.

This project is all about discovering the correct solution that makes God's Space, fit for the purpose intended and I commend it to you.

Thank you for taking the time to read this.



Simon Lewis
Priest-in-Charge

God's presence in any neighbourhood will be through:

a healthy Church
energised by its faith
to become
outward-looking
and
seek what Gods wants
in order to
bring transformation
that
nurtures relationships and service
which is
inclusive
and
does a few things and does them well

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