



Maintenance Co-operatives Project: Final summative evaluation

Prepared for the Society for the Protection of
Ancient Buildings

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Executive summary

This Final Summative Evaluation of the Maintenance Co-operatives project (MCP) covers the period January 2014 to November 2016. The project was granted an award of £907,400 by the Heritage Lottery Fund (HLF) in 2013 towards a project total spend of £ 1.217m. HLF agreed the extension of the project from its original end date to 30 June 2017 within its established budget.

This report builds on a series of earlier evaluations. These cover the period January 2014 to December 2015 and are available online. In addition to a final summative evaluation, this report provides detailed analysis of the impact of MCP training events (April 2015 – June 2016) and feedback from the 2016 national conference to complement and extend previous analysis. These are presented as appendices.

Regular and consistent monitoring and evaluation of the project from inception has provided a body of reliable evidence which demonstrates that the project has achieved, and in some cases exceeded its quantitative aims and agreed purposes. Specifically:

- 29 co-operatives formed across the five project areas, 24 established with an additional five in development
- 144 places of worship involved in the 24 operational co-operatives
- Nine 'co-op minis' established or in development designed to widen and deepen the impact of the project in additional areas in a creative and cost-effective way. This includes collaborative working with the HLF funded Yorkshire Maintenance Project
- 173 training events provided. These have been identified as high-quality and relevant by participants
- 2600 registrations booked on training events
- 1200 separate individuals attending one or more training events
- Three national conferences delivered, attended by 215 people
- 384 active volunteers engaged in the operational co-operatives
- An online toolkit of information and resources
- 12 technical leaflets produced
- Nine good practice case studies produced
- An equipment kit box developed and provided free of charge to established co-operatives

There is significant evidence to demonstrate that the project has delivered benefits for the heritage, people and communities. As a direct consequence of the project, places of worship currently are and will continue to be better managed and be maintained in better condition. Arrangements to support enhanced maintenance are in place in 144 places of worship and this number will increase during the remaining life of the project. The development of 'co-op minis' suggests that the potential value of a co-operative approach to maintenance is recognised and can be further developed. The establishment of 'co-op minis' in collaboration with the HLF funded Yorkshire Maintenance Project managed by the National Churches Trust is a particularly exciting initiative and demonstrates the potential to 'roll out' the experience of the project into new, innovative and potentially less resource expensive models of practice which deliver benefits.

Benefits for people and communities include the development of greater individual skills and confidence, the active engagement of volunteers and the wider engagement of the local community in the maintenance of places of worship.

No single model of a successful co-operative has emerged through the project. This reflects several factors: the context in which development occurred, the existing pattern of maintenance practice and the decision of the Project Team to adopt and develop existing practice and structures rather than seek to impose a standardised model. This flexible approach has been successful in supporting the establishment of co-operatives that meet local needs. Whilst this may constrain the future promotion and scaling up of a co-operative model into a 'movement', it importantly provides a range of models and approaches from which others can learn.

The project has demonstrated a commendable commitment to monitoring and evaluation and has used the products of formative evaluation to review practice and refocus priorities where appropriate. It is also committed to disseminating its outcomes through conferences, publications and an online presence.

However, risks to legacy and sustainability remain. The initial intention to recruit Volunteer Co-ordinators at the project proposal stage has not proved successful. Rather a range of approaches to the co-ordination of co-operatives have developed which in some instances are reliant on project staff input. We recommend that addressing this issue and facilitating the future arrangements for co-ordination be a priority for the Project Team in the period to March 2017.

We also recommend that given the long-term nature of the impact of a project of this kind that SPAB maintain contact with the established co-operatives to assess the sustainability of their impact post-project over a meaningful period and disseminate the findings. Reviews after two (2019) and five years (2022) would provide useful and relevant data.

Introduction

The Maintenance Co-operatives project launched in October 2013 and will end on 30 June 2017. This end date includes a cost-neutral extension period approved by the HLF. This final summative evaluation covers the period January 2014 to November 2016.

The aims of the project as presented in its Round 2 application to the HLF¹ can be summarised as:

- Create and support a series of maintenance co-operatives to bring together groups of people caring for places of worship in five regions – the North West, North East, East Midlands, West Midlands and Somerset and Dorset. These were later refined to: Cumbria; Hereford and Worcester; Lincolnshire; the North East; the South West
- Carry out training of staff and volunteers including a networking conference
- Recruit volunteer coordinators to set up local co-operatives and encourage maintenance of places of worship
- Develop a national maintenance network supported by an improved website.

¹ Second Round Application for Heritage Grants. The Maintenance Co-operative Movement. 16 December 2012.

These aims subsequently formed the HLF 'Approved Purposes' for project delivery, monitoring and evaluation purposes.

More precisely, the project sought to achieve the following:

- the creation of a minimum of 25 local maintenance co-operatives that are self-sustaining and will therefore continue to operate after the project ends
- an increase in the number and diversity of people who take an active role in looking after historic places of worship
- the recruitment of at least 25 Volunteer Co-ordinators
- the delivery of a high-quality training and activity programme that increases the sharing of good practice, knowledge, skills and understanding of project participants
- the creation of a pack of maintenance worksheets and aide memoires specific to each place of worship taking part in the project
- the creation of an online resource bank to share ideas, maintenance tools and other resources
- the development of tools and methodologies to assess the impact of training and support for volunteers on the maintenance and condition of historic places of worship
- a measurable improvement in the condition of historic places of worship looked after by those involved in the local maintenance co-operatives (e.g. gutters and drains being cleaned more regularly and maintenance inspections being carried out annually)
- increased community awareness of the importance of maintaining historic places of worship.

To support the delivery of the project a Project Team comprising eight part-time staff was appointed. This comprises a Project Manager, five regionally based Project Officers (RPO's), a Technical Officer and an Administrator.

Methodology

Monitoring and evaluation have been regular and consistent elements of project activity since inception. This final summative evaluation report complements and draws on the findings in previous reports. Specifically:

- Interim Impact Review: January 2015
- First External Evaluation Report January 2014 – March 2015: April 2015
- Interim Impact Review: August 2015
- Second External Evaluation Report April – December 2015: February 2016.

Evaluation methodology for this summative report has built on the methods and processes employed in earlier reports and includes:

- Analysis of volunteer characteristics collected by the Project Team through a self-assessment questionnaire. All volunteers were sent the questionnaire and 106 completed questionnaires were analysed
- Evidence of impact gained through:
 - an online survey completed by attendees at MCP training events between April 2015 - June 2016. This was the third in a series of online surveys designed by Oakmere Solutions Ltd and agreed by the Project Team using SurveyMonkey. For consistency, the survey used the same questions as the first and second surveys, with minor modifications made to facilitate answers to Question 4. An

explanatory email with a link to the survey was sent on 28 July 2016 to 570 people who had attended training events offered by the project between 2 April 2015 and 1 June 2016. A follow up reminder email was sent on 8 August 2016. A total of 75 people accessed the survey representing 13% of those approached. Not all respondents completed all questions. The email made explicit that views were being sought on the *impact of, and behavioural changes associated with* the training and not on the quality of the training event itself (this having been captured by an end of event questionnaire). The outcomes from the survey are presented in Appendix 1. Where useful the outcomes of this survey are compared to results from the previous two surveys to provide cumulative and trend analysis on the impact of the project

- telephone interviews with a sample of four volunteers. All attendees leaving contact details on the online survey were contacted (28) to elicit further data. Follow up telephone interviews were conducted in August 2016 with the four who agreed to be contacted
- feedback from attendees at MCP annual conference held in London on 3 October 2016. Both analysis of formal feedback using standard forms (this analysis is presented in Appendix 2) and insights derived from informal discussions with the external evaluators attending the event
- Analysis of website usage using Google Analytics for the period March 2016 - October 2016
- Analysis of social media (Facebook and Twitter) coverage for the period February – October 2016
- Analysis of draft case studies of practice completed by the Project Team. Case studies will be published by the Team by the conclusion of the project in March 2017
- Project Team identification and reporting of project successes and challenges in preparation for the October 2016 annual conference
- Evaluation review meeting with the Project Team on 17 October 2016. This included feedback on the initial analysis of the third online survey of training participants and review of progress against project outcomes and outputs.

For this summative report the focus of attention has been on the identification of outputs and outcomes for the heritage, people and communities, and the factors that influenced or caused them. To support reporting, evidence of outputs and outcomes has been mapped against the HLF outcomes framework² and in particular where evidence suggests that:

- Places of worship will be better managed
- Places of worship will be in better condition
- People will have developed skills
- People will have had an enjoyable experience
- People will have volunteered time
- More people and a wider range of people will have engaged with heritage.

We report against these selected outcomes in the Summative Evaluation Findings section below.

²<https://www.hlf.org.uk/looking-funding/difference-we-want-your-project-make>

Summative Evaluation Findings

Introduction

Formative evaluation findings have been captured and reported in earlier reports. In summary, the four reports demonstrate progress towards project targets and commitment to using the findings of formative evaluation to support change and development within the project based on experience. Each report included a set of recommendations which were subsequently reviewed, and where appropriate actioned on by the Project Team. The two External Evaluation Reports are available online³.

Building on this earlier work, this final summative evaluation reviews evidence of project activities and achievements against relevant outputs and outcomes for the heritage, people and communities selected from the HLF Outcomes Framework⁴. Where appropriate, direct quotes are used to inform or reinforce points made (quotes are presented in *italics*). To ensure a level of confidentiality the source of comments and origins of the points made have been anonymised.

Outcomes for heritage

Places of worship will be better managed

“We had a programme of maintenance based on ‘its broke, it needs replacing’. Now we actively seek out problems – preventative maintenance” (survey respondent 2016)

By 31 October 2016, the project had formed 24 maintenance co-operatives engaging 144 places of worship with an additional five co-operatives in development⁵. The precise nature and form of individual co-operatives have reflected the characteristics and circumstances of the locations in which they formed.

“What a co-operative looked like, how many buildings took part, how it was run and the type of activities it carried out varied enormously from place to place. This gave a wonderfully local flavour to each group and meant that the project evolved to respond to local needs, but it also required the team to develop a fresh approach to each new co-operative” (Draft case studies text 2016)

Operational co-operatives have developed across the five project areas:

- Cumbria: five co-operatives involving 41 places of worship
- Hereford and Worcester: six involving 29 places of worship (with an additional one co-operative in development)
- Lincolnshire: six involving 36 places of worship
- North East: four involving seven places of worship (with an additional four co-operatives in development)
- South West: three involving 31 places of worship

³ <http://www.spabmcp.org.uk/about/evaluation>

⁴ ‘The difference we want your project to make’. Heritage Lottery Fund. Available at www.hlf.org.uk/looking-funding/difference-we-want-your-project-make

⁵ See Appendix 3

The apparent differential take-up of co-operatives reflects the context in which development occurred, the existing pattern of maintenance practice and the decision of the Project Team to adopt and develop existing practice and structures rather than seek to impose a standardised model. This flexible approach has been successful in supporting the establishment of co-operatives that meet local needs. However, in developing several different models of practice the approach has limited the project's ability to identify a single or definitive approach to establishing and supporting co-operatives that can be easily replicated elsewhere. Whilst this may constrain the future promotion and scaling up of a co-operative model into a 'movement', it importantly provides a range of models and approaches from which others can learn. As such the value of experimentation will be realised if the outcomes of the project are effectively disseminated. Actions to do this are in place, including the publication of case studies, and we recommend that this work is prioritised by the Project Team during the remainder of the project.

In addition to the 24 operational co-operatives five other co-operatives are in development and may be active by the end of the project.

Nine 'Co-op minis' have also been formed or are in the process of being formed. 'Co-op minis' are co-operative developments outside the five project areas where the Project Team are providing lighter touch support. These have arisen through demand from localities wishing to adopt a co-operative approach to maintenance. Four of these have been supported as part of the HLF funded Yorkshire Maintenance Project managed by the National Churches Trust ⁶ and are located in Sheffield, Doncaster and York. The remaining five comprise three established in Rhondda, Coventry and Manchester, and two emerging in Nottingham and Derby.

The development of 'co-op minis' represent a significant element of added value and offer evidence of both a wider range of places of worship that are, and potentially will in the future be better managed, but also additional examples and models of practice both in training and maintenance practice that can inform the sector in the future. More generally, this represents an exciting development which could form the beginnings of the 'co-operative movement' envisaged in the original project proposal.

There is compelling evidence to demonstrate that where co-operatives have been formed, and training undertaken there has been a consequential positive impact on the management of maintenance practice. For example, co-operatives undertaking baseline surveys which are then reviewed annually and which record fabric condition and lead to the production of maintenance plans subsequently delivered through regular work parties. Additionally, there are examples of more systematic recording of actions and the collective commissioning of services:

"We now have a regular maintenance plan which is so organised by our maintenance coordinator (survey respondent 2016)

"We didn't know a church should have a log book. Once we knew after the training, we sorted one and fill it in every time, we put in what has been done, what materials used so we have a record for the future" (volunteer interview 2016)

⁶ <http://www.nationalchurchestrust.org/yorkshire-maintenance-project>

“There are 13 volunteers in the co-op and we have regular maintenance days – two each month – we never had a maintenance team before and there’s lots to do” (volunteer interview 2016)

“We have got together (across the co-operative) to commission lightning conductor checks” (volunteer interview 2016)

“... we did a baseline survey for the church and there were all sorts of things I noticed that I hadn’t noticed before” (volunteer interview 2016)

“We now have a team of maintenance volunteers and we work on the church at least four times a month” (Survey respondent: 2016)

Evidence suggests that the combination of training and facilitated support and investment from the project directed through a co-operative have resulted in a greater focus on maintenance issues, a greater understanding of the issues and how to address them, a more structured and sustainable approach to maintenance, the effective capturing and sharing of practice and resources, and the efficient and effective use of resources through informed and prioritised decision-making. Consequently, not only have the outcomes of maintenance improved the heritage but local faith organisations perceive themselves as being more capable of using existing resources effectively by making sound decisions regarding prioritising maintenance and repair.

“Drainpipes now working properly, previously a couple were overflowing” (survey respondent 2016)

“When our church had its quinquennial survey I was able to walk through with the architect and appreciate what he was looking for and remedial actions that may be necessary” (survey respondent 2015)

“While I am happy to clear gutters etc., I recognise I’m not a tradesman and the SPAB training is not intended to make me one. What it does do is help identify where a craftsman is needed” (survey respondent 2016)

“Everyone that has done the training commented that it transformed the way they look at the church, i.e. looking and seeing things differently” (survey respondent 2016)

The project’s focus on providing a sustainable body of online advice and support means that key elements of this success can be maintained and widely disseminated. However, the project has also reinforced the importance of co-ordination and leadership of a co-operative to ensure practical actions are taken. During the project, co-ordination of this kind has primarily been undertaken by the RPO’s, and in some cases, lead volunteers have emerged or co-ordination has been undertaken by a small group in relatively informal ways.

The original project proposal identified the role of Volunteer Coordinator as key to ensuring co-ordination both during and post-project. However, evidence from volunteers and the Project Team suggests a reluctance amongst most volunteers to take on what can be seen to be, and indeed can be a time-consuming and onerous responsibility.

Indeed, the formality of the term 'Volunteer Co-ordinator' and its associated role description may have acted as a barrier to participation, rather than the co-ordination activity itself.

This suggests that the focus on a single 'lead volunteer' to provide co-ordination may be limited in its applicability, and consequently the establishment of the role of Volunteer Coordinator has not proved to be successful. Rather, the evidence suggests that a range of approaches is required to support local circumstances and promote sustainability. Across the five project areas arrangements include:

- Establishment of a steering group with representatives of relevant stakeholders
- An annual meeting at which working groups for the year are decided and a person or Place of Worship is nominated to run each group, so spreading the workload and co-ordination responsibility;
- Examples where one or more volunteers have emerged as an organiser but do not self-identify as a Volunteer Co-ordinator, although this leadership role may be recognised by others
- A member of the clergy undertaking the co-ordination role

These, and similar approaches recognise the more de-centralised nature of co-operative working, itself based on co-operation and division of labour, and may offer a more sustainable approach given the limits and limitations of volunteer delivered maintenance.

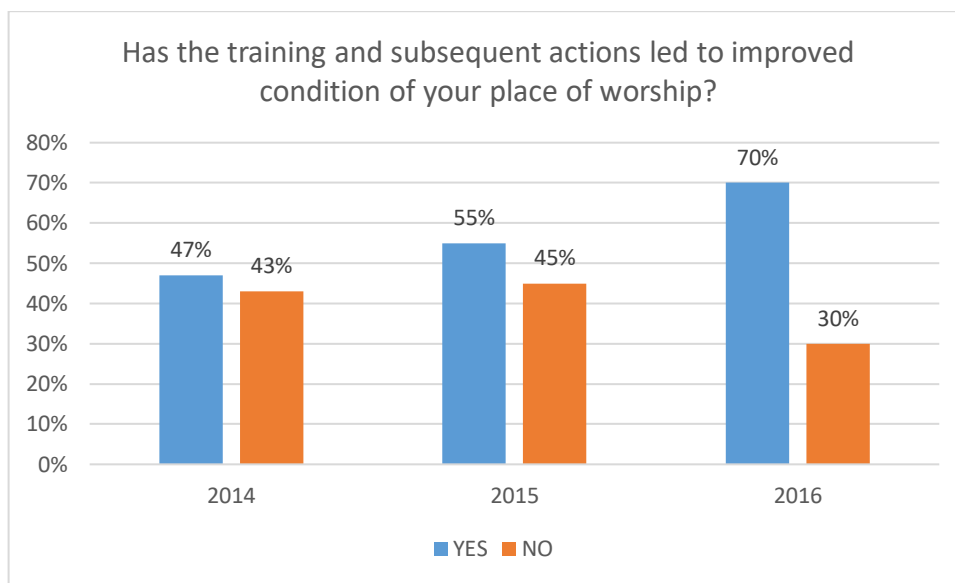
This mix of models does however suggest a risk to project legacy, not least given a potential over-reliance on project staff in some co-operatives. Established co-operatives are aware of the time constrained nature of the project and are exploring ways forward once project staff resource is no longer available. Facilitation of this by the Project Team in the period to March 2017 is recommended as a priority, not least in securing enhanced future networking within and between co-operatives. To quote one stakeholder:

"Volunteers leading volunteers is a successful model but they need back up" (stakeholder interview 2015)

Places of worship will be in better condition

There is evidence from online surveys, stakeholder and volunteer interviews and Project Team reviews of baseline surveys that as a direct result of the project places of worship are in better condition. This reflects both the value of training and the facilitation of subsequent maintenance activities designed to both address immediate issues and develop a culture which supports the long-term care of historic places of worship using tools such as a baseline studies including the collection of photographic evidence, annual reviews and regular preventative maintenance.

In 2016, 70% of survey respondents reported that the training they received has led to improved condition of their place of worship. This was a significant increase on previous years and suggests the iterative impact of training and subsequent follow-up and investment:



"... we have done two baseline surveys and are coming up for the third. They show the condition is greatly improved. We have a maintenance plan based on the survey – it's a living document which works for us. On a maintenance day, I look through and plan what we do" (volunteer interview 2016)

"[after doing the baseline survey] ... we prioritised actions and replaced the roof which we realised was critical to safeguarding the ceiling which is made of papier-mache" (volunteer interview 2016)

"Condition surveys – really good, don't need to be expert, just need to look at small things regularly. The co-ops training has been really good in getting this message across. Because it's been led by SPAB experts it's been very good and done in a way that helps people to understand – not too technical" (stakeholder interview 2015).

"Connecting a down pipe to a hopper, has stopped a leak in the roof. Connecting a overflow pipe with lead has prevented the water running down the masonry." (Survey Respondent 2015)

In addition to impacts on buildings, other positive conservation impacts have been noted:

"There has been an impact on collections in buildings where groups have cleaned and conserved objects" (Staff interview 2015)

"I learned new things, new techniques and we have produced more displays to meet our visitor's needs including two digital posters available when the church is shut" (volunteer interview 2016)

"yesterday was a brilliant day. We stripped and cleaned our display cabinet and the contents, relined it and displayed the objects in a much better way. It was a fascinating task with an end product to be proud of" (feedback from training day participant 2015).

Project resources including a kit box of equipment, training handouts and online resources will provide a legacy to support a continuing focus on maintenance. However, it will require follow-

up longitudinal research to assess the full impact of the project over time both on the physical fabric of places of worship and on the culture and commitment to maintenance. Given this we recommend SPAB maintain contact with the established co-operatives to assess the sustainability of their impact post-project over a meaningful period and disseminate the findings. Reviews after two (2019) and five years (2022) would provide useful and relevant data.

Outcomes for people

People will have developed skills

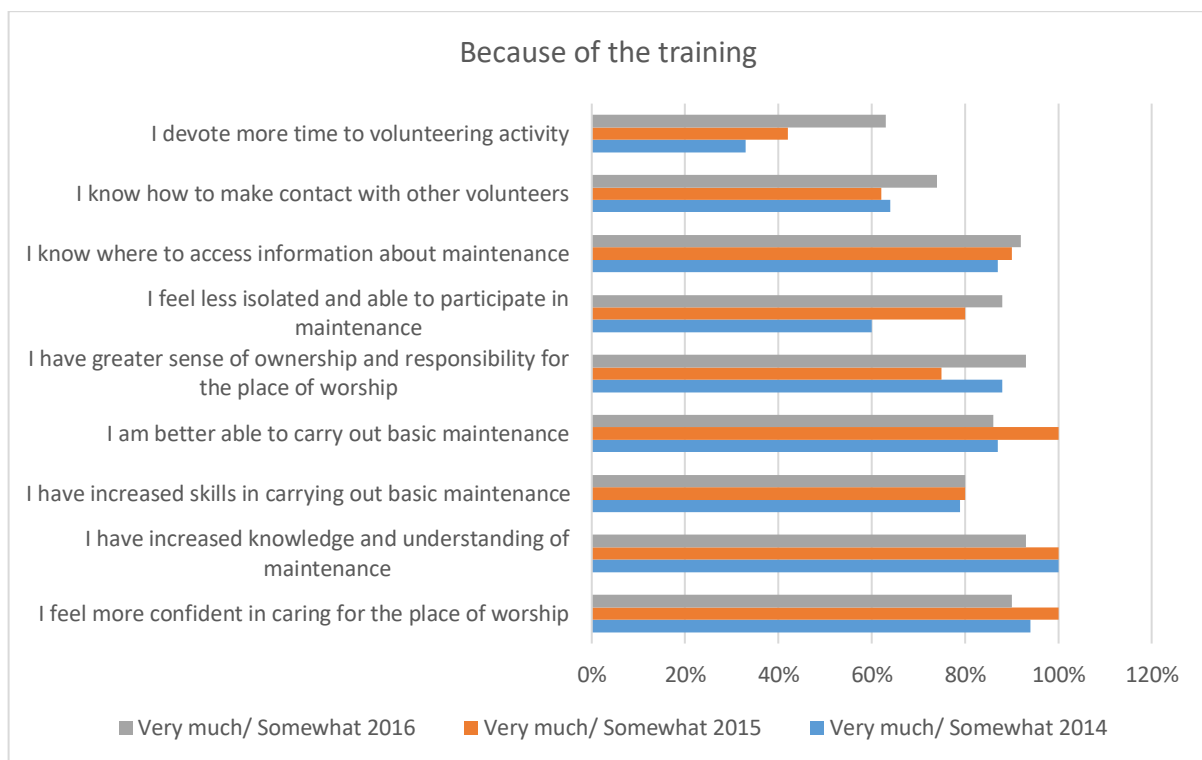
There is evidence that the project has been successful in providing high-quality training which is well regarded and which supports participants to develop greater skills, knowledge and confidence to tackle preventative maintenance in places of worship. In total to 31 October 2016 three national conferences and 173 local training events have been delivered.

215 people (excluding project staff) attended the three national conferences held in York (November 2014), Birmingham (November 2015) and London (October 2016). The conferences have focused on a wide range of topics including practical maintenance issues, workshops and demonstrations, advice on forming co-operatives and opportunities for volunteers to share experiences. Feedback was collected from conference participants by the Project Team and used to structure subsequent events. Overall, the conferences have been well received by participants and have demonstrated the value of national networking and *“picking up the enthusiasm of others”*.

Some 2600 places have been booked on local training events through Eventbrite engaging over 1200 individuals attending either a single or multiple events. Training events were delivered in the five project areas to support convenience and take up. An extensive range of topics were offered including: how to do a baseline survey and undertake regular maintenance; heritage skills workshops; preventing theft and vandalism; accessing funding; welcoming visitors and engaging with communities; health and safety training; conservation and the care and cleaning of artefacts; churchyard surveys and care; and, procurement.

The chart below provides analysis of feedback from those attending training events who completed an online survey⁷. Results demonstrate consistently high levels of impact of training particularly in: knowing where to access information about maintenance; increased ability to participate in maintenance; sense of ownership and responsibility for a place of worship; increased knowledge and understanding; and, confidence. 97% of survey respondents to the 2016 survey (72 people) would recommend the training to other people. This figure is consistent with similar findings in 2014 (100%) and 2015 (90%).

⁷ Fuller analysis of these results can be found in the First and Second External Evaluation Reports and in Appendix 1 of this report
Oakmere Solutions Ltd
www.oakmeresolutions.co.uk



“The co-operative project is a fantastic, innovative programme. The [training day] leader’s knowledge was superb and encouraging” (feedback from training day participant 2015)

“Knowledge imparted to us via SPAB has given us confidence to survey critically and plan for works. We can access information and advice and feel better equipped to do the task” (survey respondent 2016)

“It’s motivated me and given me the enthusiasm in what can be a very isolating role” (survey respondent 2016)

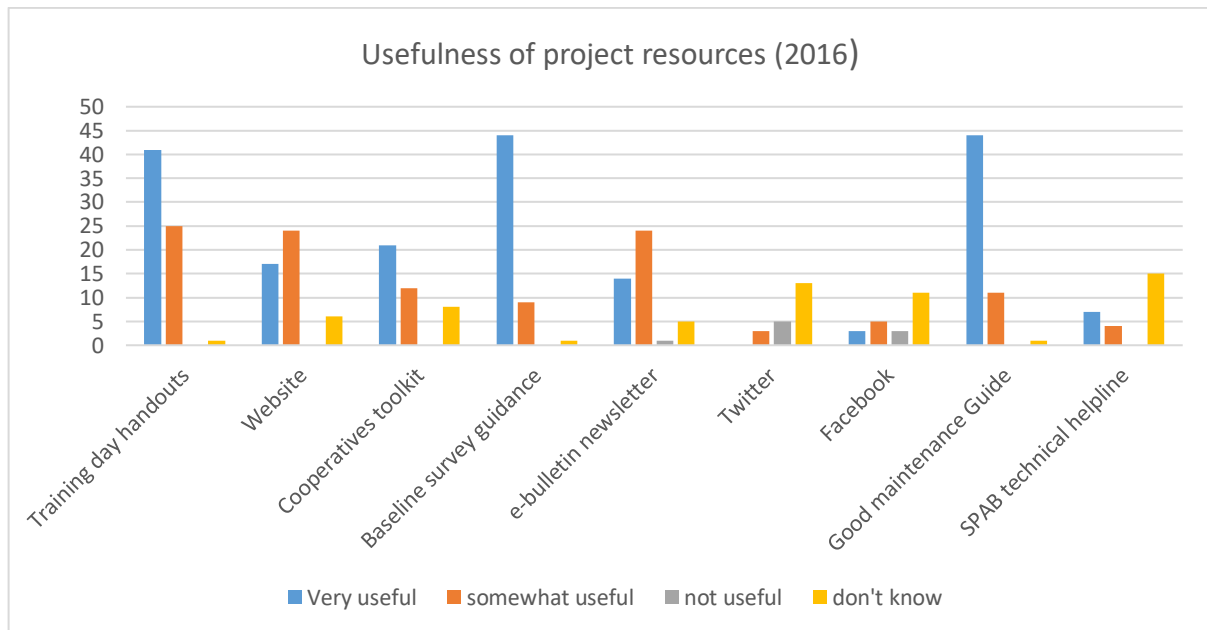
“When a group of you gets trained it binds you together. I am optimistic about the future” (survey respondent 2016)

“The problems are less of a mystery and the solutions reachable and manageable” (survey respondent 2016)

There is evidence that the training and associated support provided by the project has been successful in upskilling maintenance volunteers. Volunteers report that they have gained in the skills necessary to carry out their maintenance role. For example, 80% (58 out of the 70 who answered the 2016 online survey question) reporting that they have increased skills in carrying out basic maintenance and 86% (61 out of the 71 who answered the 2016 online survey question) reporting that they feel better able to carry out basic maintenance.

Face-to-face training held in convenient local locations has been supported by handouts and a range of other project resources which support volunteers to carry out maintenance activities. These include: a website with downloadable resources including 12 technical advice leaflets and

an online toolkit of 12 information and resource packs; an e-bulletin newsletter; and locally produced newsletters. In addition, a booklet of nine case studies is being prepared for publication in 2017. An equipment Kit Box has recently been distributed to all co-operatives to support practical maintenance. The project has also developed a social media presence through Twitter and Facebook. The chart below summarises the findings of the 2016 survey regarding the perceived usefulness of these project resources:



The evidence suggests that practical, ‘how to’ resources such as the training day hand-outs, the baseline survey guidance and the *Good Maintenance Guide* are seen as the most useful resources by respondents. The social media offer was felt to be less useful.

A temporary project web site was launched in February 2014, with a full web site provided from April 2015. Analysis of usage date for the period 9 March – 31 October 2016 identifies a total of 3,719 visitors and 5,349 sessions (total number of visits to the site) with 67.9% of these sessions from first time visitors and 32.1% from returning visitors. 3,100 of these sessions were from visitors based in England. There was a ‘bounce rate’ of 68% (3,637 sessions) where visitors visited one page only and left the site from the entrance page not interacting with the site. This may mean that the visitor accessed the site in error. Excluding these sessions from the total number suggests that there were 1,712 purposeful visits to the site during the eight-month period.

Feedback from the online survey suggests that many respondents value having access to online resources:

“Having resources available on-line is very helpful. One cannot predict all the problems that may arise and knowing where to seek help is reassuring” (survey respondent 2016)

However, there is much less engagement with or interest in social media from project participants. The project team established a Twitter (@SPABMCP), and a Facebook presence in spring 2014. As at 31 October 2016 the Twitter presence has generated 1,349 tweets and 451 photos or videos have been posted. The account was following 471 and had 748 followers of

whom 48% were female and 52% male. During October 2016, the SPABMCP Twitter feed earned an average of one Retweet and two Likes each day and this is a typical profile for the period July – October 2016. There were four posts on the SPABMCP Facebook page in 2016 and 23 posts in 2015. The Facebook page has failed to generate the 30 ‘likes’ necessary to access additional data usage analysis.

Overall, there has been limited use of social media to promote the project or to encourage volunteers to engage with this form of communication. Neither media is popular with people attending SPABMCP training events who completed the online survey, although Facebook was more attractive with 50% (11 out of 22) of participants completing the online survey in 2016 intending to use Facebook in the future:

“I do not use social media due to my perceived total lack of security. In a church setting, where congregations are not getting any younger, I expect this view is not uncommon. I would ask that you do not waste resources on social media and target them where your audience is likely to be. On-line help is excellent, and much thought has gone into the available resources” (survey respondent 2016)

“On line is useful, but more difficult to share with a PCC of limited IT knowledge”. (survey respondent 2016)

In addition to resources funded by the project, co-operatives also had access to the SPAB telephone technical helpline and a professionally produced *Good Maintenance Guide* and *Maintenance Calendar*.

People will have had an enjoyable experience

There is significant evaluation evidence that people involved with the project have had an enjoyable time. Feedback from training events is overwhelmingly positive with participants particularly valuing the opportunity to network with other volunteers and share their experiences and achievements:

“We thoroughly enjoyed the whole day. I so admire the work you have done on this - such a SPAB event - a real feeling of family and it was great to witness the to and fro of experience and expertise between the [Gutter] gang and other members” (feedback from training day participant 2016)

“The training was excellent because it explained the principles in a clear and accessible manner. It avoided technical jargon and included practical demonstration and hands on experience on a real church wall. Everyone on at the event appeared to enjoy the experience” (survey respondent 2016).

Volunteers report personal benefits from their engagement and there is some evidence that individuals have an enhanced sense of well-being and feel less isolated. There is anecdotal evidence that volunteers derive benefits from ‘getting out of the house’ and engaging in learning. Some individuals report feeling *“better connected with others carrying out similar roles”* with 88% (58 out of the 66 who answered the 2016 online survey question) feeling less

isolated and able to participate in maintenance. This is reinforced by volunteer comments about the impact the training and involvement in a cooperative has had on them:

"I think the real strength of the co-op has been the pooling of people's knowledge. There is always somebody around who can advise and inform" (feedback from training day participant 2016)

"We enjoy helping at other co-operatives. People enjoy that and visiting other churches to discuss problems and share experiences and equipment. (Volunteer interview 2016)

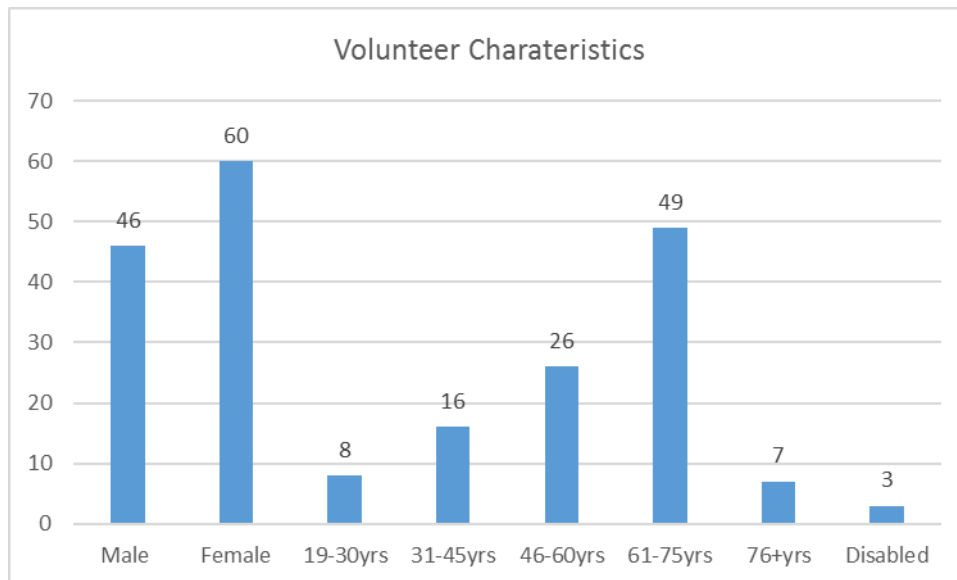
In addition, there is evidence that volunteers feel that their personal motives for volunteering have been fulfilled and that their contribution towards looking after their local heritage is valued and celebrated. For example, volunteers have come forward to make presentations and share practice at the annual conferences and speak with great enthusiasm about their involvement:

"I do something for my place of worship but boy do I get something back" (2016 conference volunteer presentation)

People will have volunteered time

As at 31 October 2016 the project has engaged 384 volunteers within co-operatives who have provided a total of 2399 volunteer days to the project. These comprise: 2135 'unskilled volunteer days', 188 'skilled volunteer days', 76 'professional volunteer days'.

The chart below provides information on volunteer characteristics and is drawn from self-completed volunteer registration forms completed by 106 volunteers. This chart identifies more female (57%) than male (43%) volunteers with 46% of volunteers in the 61-75 age group. Only three volunteers (2%) described themselves as 'disabled' and 104 (98%) reported their ethnicity as 'White British'.



The pattern of volunteering is characteristic of similar initiatives in places of worship, particularly in rural areas and other similar heritage contexts⁸ and the project has found it difficult to expand the diversity of volunteers.

Current volunteers enjoy and gain satisfaction from their volunteering. In particular, the training delivered by the project is judged to have both increased technical competence and developed group and personal strengths:

*“I personally feel more confident in tackling a maintenance survey of the church”
(feedback from training day participant 2015)*

“I now feel rather more empowered to deal with asbestos on behalf of the 6 churches in our rural benefice – a huge relief to all!” (feedback from training day participant 2016)

“When a group of you get trained it binds you together” (survey respondent 2016).

Training and the wider package of support provided by the project has also promoted deeper levels of engagement with 93% (64 out of the 69 who answered the 2016 online survey question) feeling a greater sense of ownership and responsibility for the place of worship. This sense of ownership is manifested in the dedication of some volunteers, for example one has developed a spreadsheet tool for his co-operative which turns the baseline survey into a maintenance plan, so streamlining this process. This tool was shared and well received by participants at the 2016 national conference.

Outcomes for communities

More people and a wider range of people will have engaged with heritage

Training events have attracted over 1200 individuals who have derived benefit from this engagement in raising their awareness of maintenance issues and how to tackle planned preventative maintenance. There is some evidence that the training events have attracted people from outside faith communities and this has had a positive impact on general awareness of the importance of building maintenance and how to go about it. Not least as: *“... attendees at training events go home and clear their own gutters” (staff interview 2015)*. A more specific example was given of town councillors responsible for looking after a listed Moot Hall attending a training session and subsequently reported that the training had helped them to better look after the building: *“it’s opened our eyes about what we need to be doing to our building” (feedback comment 2015)*.

⁸ See for example: Institute for Volunteering Research: Evidence Bank at <http://www.ivr.org.uk/ivr-evidence-bank>

Assessment of the social impact of volunteering in HLF-funded projects: Final Report September 2011. Heritage Lottery Fund

Understanding the drivers of volunteering in culture and sport: analysis of the Taking Part Survey. August 2011. The Culture and Sport Evidence (CASE) programme was a three-year joint programme of research led by the Department for Culture, Media and Sport (DCMS) in collaboration with the Arts Council England, English Heritage, the Museums, Libraries and Archives Council and Sport England

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There is some evidence that there was positive benefit gained from the project being led by SPAB and not by a church organisation in terms of appealing to people who are outside church congregations:

“The project is doing a good job in reaching non-church goers. It has a clear focus on the heritage not the faith. SPAB is independent and this is a non-religious project, led by an outside body - very beneficial” (stakeholder interview 2015)

The project has developed over 24 delivery partnerships and has achieved some limited success in engaging other Christian denominations such as the Methodists, the United Reform Church and Quakers. It has also engaged with the Churches Conservation Trust and the Historic Chapels Trust to promote project outcomes.

There is also some evidence that enhanced maintenance activities in places of worship stimulated by the project have engaged other members of the local community:

“We have regular maintenance days and this has stimulated improvements to the building and its churchyard with significant community involvement” (survey respondent 2016)

“The baseline survey we did was very good – a fresh pair of eyes – and helped us involve more community members who were not members of the congregation” (2016 conference volunteer presentation)

“As a member of a PCC serving two churches with a small electoral roll I have felt in need of assistance. Since attending the training I have found an increase in the number of younger people prepared to join in the task of keeping our churches going by volunteering their time and skills” (survey respondent 2016)

However, most volunteers active in co-operatives are people who were already involved in church life, usually as members of a congregation. Nevertheless, many of these volunteers would not have worked on church maintenance before the training, and those that had would generally only have worked on one church:

“Working parties at three of our places of worship have dealt with a wide range of issues and thus an improvement in their overall condition” (survey respondent 2016)

Whilst engagement with people from Black and Minority Ethnic and Refugee (BAMER) communities or people from marginalised backgrounds was not a focus of the project, it has explicitly recognised and worked to address known barriers to volunteering such as lack of awareness of opportunities, physical barriers, the attitudes of individuals, cultural barriers and differing understandings of the value and purpose of volunteering. To quote one example:

“We are trying to build a new community from marginalised people. We have maintenance and interpretation going along together. We are training people as greeters and in doing maintenance. We have involved unemployed and marginalised people in maintenance to good effect – one person got a job” (Volunteer interview 2016).

In another example, a place of worship building had been used for a church outreach project working with homeless and vulnerable young people and the RPO had engaged people there as volunteers. The RPO reported that the volunteers had enjoyed the 'hands on' maintenance work but were less interested in attending training events and associated activities.

The project has had considerable success in appealing to and engaging older retired men as volunteers and the Team see this as a positive outcome since this group are seen to be at risk of social isolation⁹. Some RPOs are actively seeking to engage with relevant local networks as a way of reaching isolated older men, for example, through the 'Men in Sheds' initiative, and local men's breakfast groups.

The Project Team has been successful in partnering with other local initiatives which have similar aims. For example, in one region a group of volunteers who were surveying grade 2 listed buildings as part of a 'heritage at risk project' attended a training day and 12 of those volunteers subsequently participated in a co-operative. Other examples include: work with offenders through a county community payback team involving the removal of bramble thickets, churchyard work and repair of paths, work that will continue post-project; engaging young people in a local school and a Scouts group to carry out a churchyard 'clear up' session; engagement with young architects from local practices, students from the University of York and from a building conservation course at the University of Central Lancaster:

"... conservation management students in York university really enjoyed the event as their university courses are theoretical and hands on experience is great for them". (RPO Interview 2015).

The development of 'co-op minis' with the HLF funded Yorkshire Maintenance Project managed by the National Churches Trust is a particularly exciting initiative and demonstrates the potential to 'roll out' the experience of the project into new and less resource expensive models of practice.

Conclusion

Regular and consistent monitoring and evaluation of the project from inception has provided a body of reliable evidence which demonstrates that the project has achieved, and in some cases exceeded its quantitative aims and agreed purposes. Specifically:

- 29 co-operatives formed across the five project areas, 24 established with an additional five in development
- 144 places of worship involved in the 24 operational co-operatives
- Nine 'co-op minis' established or in development designed to widen and deepen the impact of the project in additional areas in a creative and cost-effective way. This includes collaborative working with the HLF funded Yorkshire Maintenance Project
- 173 training events provided. These have been identified as high-quality and relevant by participants

⁹ See for example: International Longevity Centre-UK at http://www.ilcuk.org.uk/index.php/news/news_posts/press_release_isolation_the_emerging_crisis_for_older_men

- 2600 registrations booked on training events
- 1200 separate individuals attending one or more training events
- Three national conferences delivered, attended by 215 people
- 384 active volunteers engaged in the operational co-operatives
- An online toolkit of information and resources
- 12 technical leaflets produced
- Nine good practice case studies produced
- An equipment kit box developed and provided free of charge to established co-operatives

The project has delivered benefits for the heritage, people and communities. As a direct consequence of the project places of worship currently are, and will continue to be better managed and be maintained in better condition. Arrangements to support enhanced maintenance are in place in 144 places of worship and this number will increase during the remaining life of the project. The development of 'co-op minis' suggests that the potential value of a co-operative approach to maintenance is recognised and can be further developed. The establishment of 'co-op minis' in collaboration with the HLF funded Yorkshire Maintenance Project managed by the National Churches Trust is a particularly exciting initiative and demonstrates the potential to 'roll out' the experience of the project into new, innovative and potentially less resource expensive models of practice which deliver benefits.

Benefits for people and communities include the development of greater individual skills and confidence reflecting the overwhelming success of the projects comprehensive training programme, the active engagement of a significant number of volunteers and, to a more limited extent the wider engagement of the local community in the maintenance of places of worship.

No single model of a successful co-operative has emerged through the project. This reflects several factors: the local and specific context in which development occurred, the existing pattern of maintenance practice and the decision of the Project Team to adopt and develop existing practice and structures rather than seek to impose a standardised model. This flexible approach has been successful in supporting the establishment of co-operatives that meet local needs. However, developing and supporting several different models of practice has limited the projects' ability to identify a single or definitive approach to establishing and supporting co-operatives that can be easily replicated elsewhere. Whilst this may constrain the future promotion and scaling up of a co-operative model into a 'movement', it has the positive advantage of recognising the importance of local context and providing a range of models and approaches from which others can learn and develop a bespoke co-operative approach which meets their requirements.

The project has demonstrated a commendable commitment to monitoring and evaluation and has used the products of formative evaluation to review practice and refocus priorities where appropriate. It is also committed to disseminating its outcomes through conferences, publications and an online presence.

However, risks to legacy and sustainability remain. The initial focus on the role of Volunteer Co-ordinators at the project proposal stage has not proved successful. Rather a range of approaches to the co-ordination of co-operatives have developed which in some instances are reliant on project staff input. In this context, the potential for disruption and destabilisation at project-end is real. This is recognised by the Project Team who are working with co-operatives to establish or

enhance co-ordination arrangements and work with faith building owners more generally to improve maintenance.

It is also acknowledged by all parties that the full impact of a project of this kind is most likely to be realised in the years following project-end. This reflects the iterative nature of preventative maintenance planning and actions. Given this there would be value in exploring arrangements and mechanisms to elicit and disseminate future information about the work, successes and challenges of the established co-operatives.

To help address these and other risks and to support the realisation of sustainable benefits arising from the project we make recommendations for consideration in the following section.

Recommendations

These recommendations derive directly from the findings of formative and summative evaluation and are presented for consideration to support the realisation of the sustainable future potential of the established co-operatives and the wider development of a co-operative movement:

In the period to 31 March 2017:

- Complete the development of the five co-operatives and two 'co-op minis' currently in development
- Actively consider the establishment of a mechanism to support existing co-operatives and 'co-op minis' to continue to network post-project. It is acknowledged that most co-operatives have telephone and email networks and these can be maintained at a local level. A suggestion made and supported by some at the 2016 annual conference was for a Closed Facebook Group. However, the use of social media for this purpose begs important questions regarding the active co-ordination and management of the resource which will need to be addressed if this approach is employed
- Ensure the widest possible dissemination of project outcomes and insights, including the planned publication of case studies of practice
- Actively work with established co-operatives to develop explicit and robust arrangements for co-ordination post-project
- Actively work with established co-operatives and local partners to address or contribute to addressing any perceived barriers to sustainability.

Following 31 March 2017:

- SPAB to continue regular contact with the established co-operatives and consider follow-up longitudinal research to assess the full impact of the project over time both on the physical fabric of places of worship and on the culture and commitment to maintenance. We suggest this would best be achieved by research and dissemination after two (2019) and five years (2022) of project-end.

Appendix 1: Outcomes of on-line survey of impact of MCP training events (April 2015 – June 2016)

SPAB Maintenance Cooperatives: Online survey of impact of MCP training events (April 2015 – June 2016). In total 75 people responded to the questionnaire, not all respondents answered all questions.

To support authenticity and to allow participants comments to 'speak for themselves' comments have not been edited.

Question 1: What training day did you attend?

56 participants responded to this question. The list below shows the attendances of each participant (participants have been anonymised and numbered 1-56). Event descriptions and comments are those of the participant.

Participant	Training event(s) attended and date where provided
1	1. St. John's Church, Workington. Baseline Survey training: Monday 2nd. March 2015.
	2. St. Oswald's Church, Dean. Baseline Survey: Monday 27th. April 2015.
	3. Egremont Methodist Church, Egremont. SPAB and HLF event re-grant aid. Monday 9th. November 2015.
	4. St. Michael's Church, Workington. SPAB and HLF event re-applying for grant aid: Friday 5th. February 2016.
2	1. Listed places of worship roof repair fund Holy Trinity, Kendal 8.1.2016
	2. Base line Survey Kirby Thore 1.6.2016
	3. Care, Cleaning and Conservation of your Artefacts and interiors Workington 8.8.2016
3	1. Funding -held in Wembdon near Bridgwater
4	2. 29/2/2016: St Cuthberts Church Carlisle: Mtnc and Baseline Survey
	3. 19/4/2016: Farlam Church Brampton, Cumbria, Care Cleaning and Conservation
5	1. Hands on Workshop at Holy Trinity, Church Road Westbury-on-Trym Bristol BS9 3EQ
6	1. Baseline training only....so far
7	1. Witton-le-Wear
8	1. 21st June 2016 Witton le Wear Baseline training day
9	1. full inspection session at St Peter at Gowts Church on the High Street, Lincoln.
10	3 x survey/ training days.
	1. Welcoming Visitors
11	1. Baseline survey day at St. Cuthberts church, Carlisle 29/02/16
12	1. Setting up a co-operative The Sands, Appleby. Cumbria.
	2. Base line Survey. St. Lawrence's Church Appleby.
	3. Care of Stained Glass. St. Michael's Church. Dalston,

13	1.Attended the training course in Brampton Cumbria 2015
14	1. Training day at the Tithe Barn, Carlisle circa 2016
15	1. Methodist Chapel in Witton le Wear, May 2016
16	1. Day course at St Peter at Gowts Building Survey 2015
	2.Day course X 4 St Mary le Wigford cleaning of stonework identifying vermin 2015
	3.Day course at St Peter at Gowts Stained glass 2016
	4.Day course Building survey Lincoln St Mary Magdalene Bailgate 2016
17	2 x survey days, both this year, at Brancaster and Old Hunstanton
18	1. Maintenance survey training day at St Peter at Gowt 24th August 2015
19	I have attended most of the West Coast Maintenance Cooperative events in Workington including Baseline survey, Dealing with damp, care of sandstone, security of church buildings, applying for funding for building projects, and cleaning of artefacts and interiors.
20	1.Church Maintenance Day - Thimbleby, Horncastle. Feb, 2016.
21	1. St Botolph, Boston. Late 2015.
22	1. Winter Maintenance session at Burnham Deepdale November 2015
	2.Caring for Churchyards at Old Hunstanton on the 3rd of June 2016
23	1.use of lime mortar to maintain buildings Grafton Flyford Church 2015
24	I have been to events at Burnham Deepdale attending a survey event Old Hunstanton; looked at maintenance elements. The OH event also usefully included an element on care of churchyards and had an introduction from a member of the Norfolk Wildlife Trust, who has since been to inspect our churchyard (Brancaster) to help us establish a more wildlife friendly maintenance routine
26	1.Attended every event of 'Heart of Eden' co-operative (in Cumbria)
27	2.Corfe Mullen (when Faith in Maintenance first started)
	3.Bridgewater area (earlier this year) Hawkchurch (earlier this year)
	4.Dorset SPAB introductory visit end of May this year
28	1.Maintenance Survey day May 2015, St James Church, Freiston, Boston.
29	1.Survey training Dean Church and St John's Church, Workington,
	2.Lime plastering Whitehaven
	3. collections care and maintenance St Michael's, Workington 8/8/16
30	1.FIM day at Pontesbury, Shropshire on 2 October 2014
	6 x baseline surveys Bartestree Cross Maintenance Cooperative 2015
31	1.Baseline survey Great Witley Church 05.12.14
	2.Working party St Nicholas Droitwich 12. 11.2015
	3.Working party & Annual Survey Great Witley 4 .12.2015
	4.Working party St Augustines Droitwich 27.11. 2015
	5.History of Church Buildings day trip Herefordshire 06.05.2016
	6.Conservation Cleaning Great Witley Church 10.05.16
32	1."An introduction to working with lime" SPABMCP practical workshop at Grafton Flyford, Worcestershire on 25th June 2015.
33	1.diocese of Hereford for churchwardens and others on general church maintenance (2010 or 2011?) St Gregory Church, Morville, Shropshire

34	1. 2016 Baseline condition survey - St Nicholas Grosmont, Monmouthshire. 2016
35	1.A follow up day to help us get the raw data into a manageable form to highlight was needed in order of priority All Saints, Wribbenhall, Worcestershire
36	1.In the period under review: 26/04 Baxter Church Kidderminster 2. 06/05 Herefordshire Coach Tour 3. 24/05 St Barnabas Franche Kidderminster (Also working parties 28/05, St Peter Droitwich, 06/06 Wribbenhall, 09/06, St Nicholas Droitwich, 23/06 St Augustine, Dodderhill, Droitwich)
37	1.Church maintenance training day at Thimbleby Church 20 February 2016.
38	1.baseline survey Brampton Church Cumbria
39	1.Baseline survey Baxter church Kidderminster Maintenance day at St Barnabas Franche
40	1.St . Thomas's church at Stanhope, Co.Durham. 1.Baseline survey day at Kirkby Thore 1.Faith in Maintenance, Horncastle, July 15th, 2015. 1.Base line survey, Winteringham, Dec. 1st., 2015 1.Base line survey, Burton upon Stather, March 11th., 2016
41	1.Bromyard 2015 Survey's Ewyas Harold Dulas.(2015/6) 2. Group inspections North Herefordshire (2016)
42	1.St Thomas' Church Stanhope Co Durham May 2016?
43	2.Maintenance in faith - Bartestree - March 2015? 3.Baseline survey, St David's, Much Dewchurch - April 2016 4.MCP working party, St David's Much Dewchurch - June 2016
44	1.Herefordshire: Baseline Survey at Withington Church 08-05-15 2.Baseline Survey at Dormington Church 27-07-15 3.Baseline Survey at Longworth Chapel 17-07-15 4.SPAB Training - How to write a Maintenance Plan 04-08-15 5.Baseline Survey at Westhide Church 24-10-15
45	1.Baseline maintenance surveys 2.Quinquennial inspections 3.The maintenance of stained glass and leaded light
46	1.Church maintenance in Wells and another in Bridgewater
47	1.dry stone walling day: 2.base line surveys; 3.introduction to stone carving 4.Lime pointing (tbc)
48	1.Orleton church (Herefordshire). Baseline survey. April 26th 2016 2.Leysters church (Herefordshire)Baseline survey. July 2016
49	1.Base line survey at Wribbenhall Church in Bewdley. and at Baxter URC in Kidderminster Hereford away day looking at various churches at what they have already done

	2. Baseline survey. St Cuthberts Church Carlisle.
	3. Housekeeping session. St Thomas a Becket Church Farlam. 19th April 2016
	4. Stained Glass Windows. Dalton Church. 21st July 2016
50	1. Hawkchurch Nr Axminster March 14th 2016
51	1. Hawkchurch, Devon May/June 2016 Golden Cap Team
53	1. Much Dewchurch Church 23rd May 2016
54	1. Kendal, LPWRRF briefing early 2016
	2. Keswick, basic maintenance, about 2010? It was some time ago
55	1. 2 x baseline Surveys at my churches, St Bartholomew Appleby & All Saints Winteringham (North Lincs
	2. Sept 15 Churchyards day at High Toynton Lincs
56	1. Intro day cor cops at Benington 2015,
	2. maintenance day at Frampton 2015,
	3. intro to churches festival Boston stump April 2016,
	4. welcoming visitors Algakirk may 2016

24 of the 56 respondents (43%) attending one event; 32 (57%) attended more than one event and one respondent references training in 2010/2011 which may be an error.

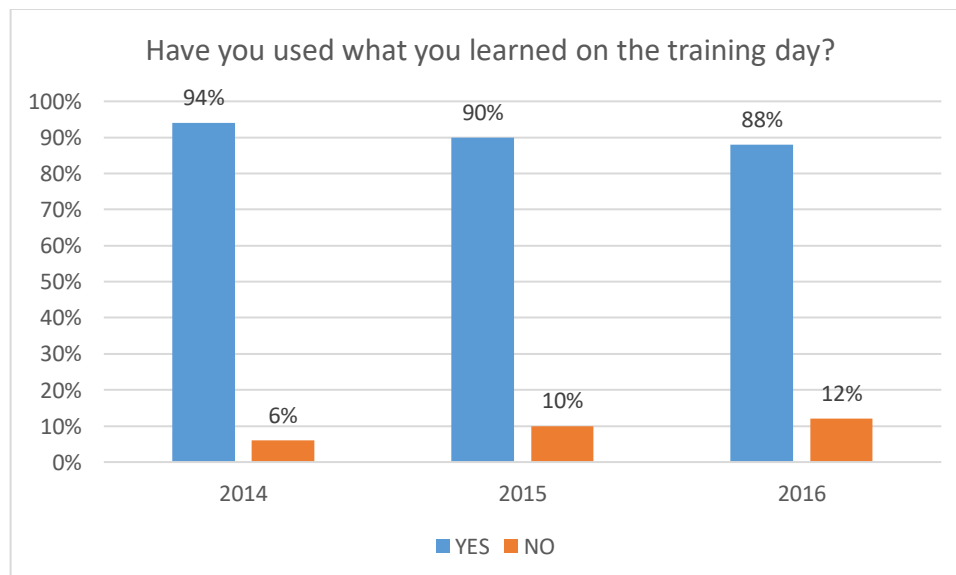
Question 2: Have you used what you learned on the training day?

75 participants responded to this question.

YES 66

NO 9

The table below presents the responses to this question over the three surveys.



27 respondents provided comments (2016 survey):

1. It will help in the future with keeping abreast of maintenance problems - currently we are in the middle of an application to HLF for a substantial grant for restoration works to our Grade II* church and have the help of our accredited conservation architect
2. SPAB Maintenance Cooperatives training day told me how important is each area, which includes Conserving and Protecting Historical Objects. Training useful in highlighting and calling for fast action to conserve objects at risk
3. Have stopped the brass cleaning rota to give us chance to remove excess Brasso and work out a better cleaning regime. The Ipow grant scheme day was very helpful in filing an application - even though we were unsuccessful I felt confident filling in the form and using the support that was available
4. Raising funding for a replacement build
5. Discussed with members of our PCC the issues raised
6. Completed a baseline survey
7. I learned how to inspect walls and window frames for damp and leaks and have been able to carry out better inspections
8. Assessing roof repairs and Completing funding application
9. Helping me focus on how to maintain my church
10. We are at the very early stages of getting to grips with state of our buildings (Church & Hall). All the training I have been on are building up my skills and awareness of all the issues involved. We are nearing the completion of Church Hall refurb - not without its problems - especially financial - but we are getting there. The info I have gathered will pay dividends when we come to tackle Church (extensive Roof repairs / internal re-ordering / heating / decoration etc.
11. It has led me to be more observant around my own place of worship and more pro-active in the general maintenance of the building
12. Care of specific items in the building. Prioritising a number of works to ensure maximum use of limited budget
13. I have used it in a general way when looking around various buildings. It has heightened my awareness
14. Completed the survey of our Church. Inside and out
15. It has come in useful in organising repairs to one of the Churches I serve and in future maintenance planning
16. I have carried out a similar survey at another church
17. We intend to have a church day when we can get others to do what we did. We had thought of asking for a day for our church so people felt inclusive rather than us excitedly telling them all about it!
18. Cleaning and maintaining church on weekly basis
19. One - become more aware of what to keep an eye on, e.g. damp, suspect plasterwork and rendering, ventilation, upkeep and clearance of rainwater goods and gullies etc. Two - acquired the knowledge and format for carrying out periodic "surveys" ourselves. Three - realised the importance of maintaining the churchyard, both from the point of view of tidiness and aesthetic appeal as well as conservation-conscious. Four - reinforced the idea of sharing experiences, knowledge and practical tips with other members of our Benefice. We have all agreed to operate as our own Cooperative

20. The training has helped us to focus on the small things that can help - like simple regular clearing of gutters - and helped encourage us to get bids together for re-roofing and re-pointing
21. Only from an observational point of view and interpreting the last Quinquennial Survey
22. I have attended several Maintenance Cooperative events. They have enabled me to make contact with people from other churches who look after church buildings, who I wouldn't otherwise have got to know and who I have shared experiences with and got advice from. I will be more confident when specifying to builders etc what work we need, e.g. use of lime mortar
23. Noted the use of cement pointing has caused damage to the sandstone used to build the church
24. To inform, motivate and grow a team interested in the fabric of the building and its potential for community use outside normal worship
25. There is more detail in the building than I realised
26. Made us aware of the nature of problems encountered in old buildings, their significance and some possible solutions and some pitfalls
27. To carry out rejuvenation and church maintenance.

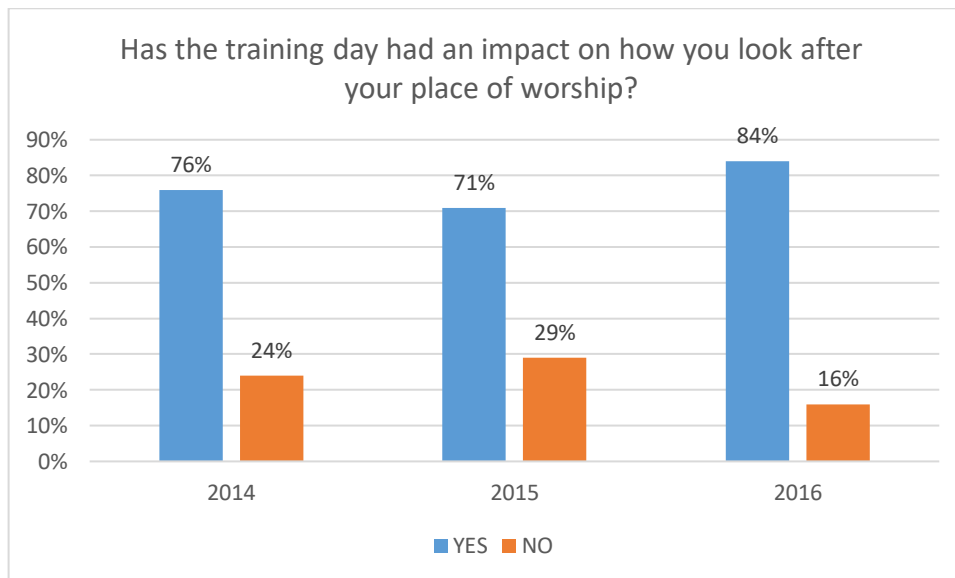
Q3. Has attending the training day had an impact on how you look after your place of worship?

75 participants responded to this question.

YES 63

NO 12

The table below presents the responses to this question over the three surveys.



64 respondents provided comments (2016 survey):

1. It will help with future maintenance work and plans.

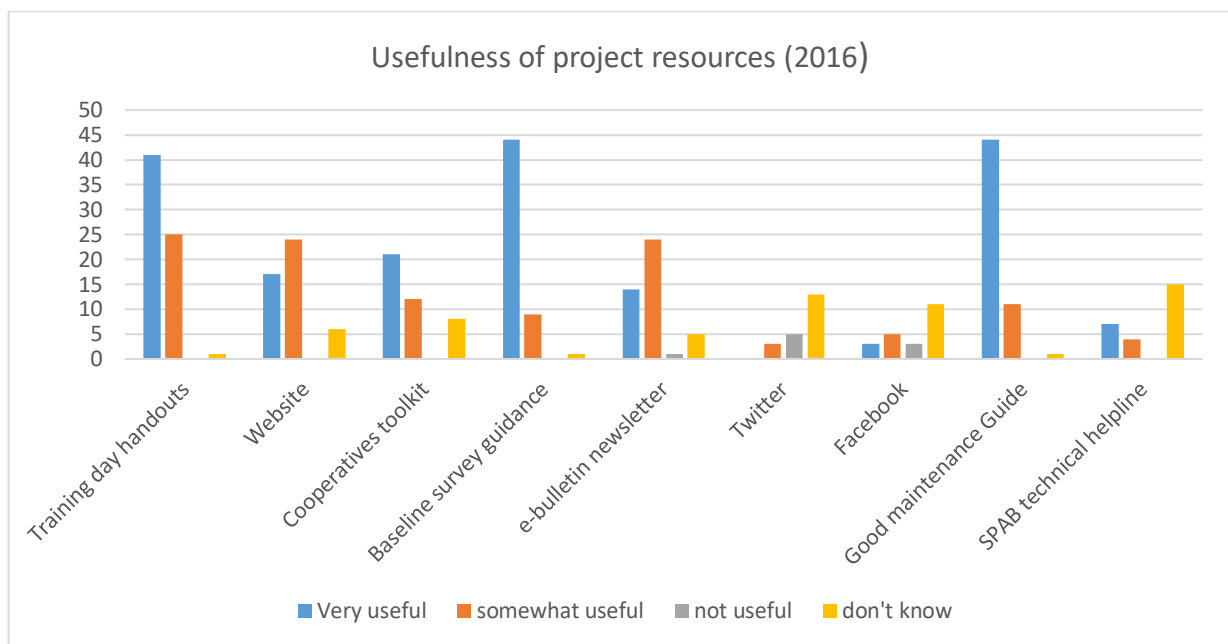
2. I am chair of the fabric committee. I have been more aware of the potential for problems in our sandstone church and am more confident about prioritising maintenance issues
3. this was - for me - related to Parish Centre buildings not the church
4. I have been looking in greater depth at the vegetation around the churchyard walls and I am trying to organise a few people to help me remove it
5. This has made us more aware of what to look for to maintain an old building. We have learned that some tasks, tackled early, can prevent major problems further down the line. We look at things differently; the gutter leak, rotting timber, plant growth...what can WE do and can we do it ourselves. Our maintenance budget is small but we are now aware that there is much preventive maintenance we can do at low cost (and even no cost).
6. Inspect things more regularly and discuss what I have learned with others in the team.
7. We were successful in getting funding which will allow the building to be repaired and maintained
8. More focussed in what I do
9. Much more confident on assessing state of building and understanding quinquennial / discussions with architect etc.
10. Will be carrying out our own baseline survey and have looked at the church with fresher more trained eyes. Starting on regular maintenance to prevent problems
11. Absolutely, in every area
12. Prevention of damage from salts, removal of unnecessary carpet from stone floors
13. I have become more aware of the condition of our church buildings
14. Made us aware that we need a maintenance plan. Training for this has now been arranged
15. I have been more vigilant and proactive
16. I am more aware of the signs to look for which foretell the need for repairs, which, if dealt with early enough, would save a great deal of money in the long run
17. We are more aware of what we can do prior to Quinquennial inspection and so there will be no big shocks. We are already looking at what we thought was rising damp but suspect a concrete raft is under much of the church and how this came up during the day as a source of dampness not being able to escape except up the walls. We are much more vigilant when outside of what binds the stone walls together - proper infill or cement
18. Much more aware of building, fittings and areas requiring attention or cleaning
19. It is my first time dealing with a large project at my church and it seemed quite daunting. I found [name] extremely helpful and it is good to know he is available to speak with if any problems. I am meeting the architect tomorrow to start proceedings
20. We now have a new roof, we have a heating scheme ready to go, and have a better view of being realistic rather than despondent, faced with an old listed building
21. At the moment, I am still trying to get our current builder to undertake building work agreed in October 2015 to be completed before Easter 2016. Until this is done I must confess I have not spent time looking at other work. I have contacted our Historic Churches support officer who is coming to talk to some of the Trustees at St Benedict's next week
22. I have learnt that damp is the cause of nearly all building problems. And the importance of lime mortar for sandstone buildings
23. Made the PCC aware of the importance of getting the roof fixed
24. Twice yearly formal site surveys by the PCC
25. I have learnt that the inside of the building can deteriorate as much as the outside when conditions are not favourable. We are hoping to start £285,000 worth of restoration in May

2017. I will certainly take better care of the inside of the building when the work has been completed
26. More confident to undertake projects
 27. Not yet
 28. Now willing to undertake small maintenance jobs that were before considered to be too "difficult" for non-expert repairers
 29. I regularly go and look round after heavy rain to see if we have overflowing gutters, and look for damp spots under our leadwork - which does appear to have some lifted seams. I'm also becoming more aware of Health and Safety issues
 30. Finding difficulty in rousing interest in regular maintenance surveys
 31. I regularly, once a month do a visual check on the condition of the building, and make sure all drainpipes and gutters are clear of any debris.
 32. Having access to the SPAB MC days has a positive impact on HLF run projects
 33. Keeping records of work to do and completed
 34. I am involved in historic buildings of a general not worshipful purpose
 35. Improved maintenance of gutters, downpipes and drains. Removal of overflowing water butt and re-instatement of down pipe at this site. Removal of plant growth from roof. Improved ventilation of church by bringing windows back into use (fitting netting to exclude birds). Prevention of access to space under floor by rats and rabbits. Replacement of coping stone on south aisle wall in progress
 36. I know what to look for now and how to deal with it
 37. Careful attention is now paid to using correct methods/materials to clean church/objects. Have learnt how to store precious objects when not in use
 38. More likely to notice any problems
 39. Not applicable
 40. It has concentrated my attention upon roofs and rainwater disposal as a priority that requires attention before internal reordering
 41. Ordering the installation of a new Chubb lock for the tower door to replace the old lock where the stonework was breaking up behind it. Surveying the vegetation round the church with a view to organising a working party
 42. Further incentive to organise and embed working parties and other self-help
 43. I am not myself involved with a particular place of worship [Re Q3 I offer my objective opinion as a 'constructively critical friend']
 44. Knowledge is power. I learned a lot about general maintenance and how to tackle the key issues. I feel a lot more confident now in looking after the church
 45. So far only that I am aware of what is involved much more than I used to be
 46. Church wardens not particularly interested but may be in the future as we have now lost our vicar and more maintenance decisions will fall onto them
 47. It has empowered individuals to take responsibility for making decisions and acting on those decisions
 48. To keep a planned schedule of maintainable and regular visual checks
 49. Gave us clear list of what to look out for and at what time intervals
 50. Not directly, although the information has been passed on to relevant PCCs
 51. Greater awareness for a coherent plan rather than doing work "piecemeal"
 52. French drainage and some additional high level tower gutters to be undertaken in the near future

53. Recognised the importance of maintaining the heritage of the church building and the need to maintain an environment which is both sustainable and suitable for spiritual discipleship in our church building
54. Not yet but my intention is to keep my file for reference
55. It is helpful to use the experience gained to repeat the survey annually in order to carry out easier, less expensive on-going maintenance instead of just reacting when something goes wrong with the building
56. I now have knowledge on the different types of glass; the various periods in ecclesiastical architecture when they were used; the causes of damage either through lack of maintenance, poor detailing or structural damage; the agents of chemical degradation on both glass and lead and how these might be prevented or minimised; the effects of the "gel" layer and the differing tensile stresses within glass; the effective and inappropriate use of polycarbonate sheets on the outside of window openings; the effects of wind pressure both internal and external on glass; and the effectiveness of ventilation and condensation
57. We now look at the Church in all weathers and look for the marks made by water
58. Made more aware of the importance of ventilation within the building. Removed inappropriate floor coverings to enable the building to dry out. Early days but the atmosphere is gradually improving so the church feels much more welcoming
59. I now pay more attention to day to day maintenance, make sure in wet weather that gutters and downpipes are working particularly in wet weather
60. We are more demonstrative in looking at the church and finding things we would probably not have noticed before we see things in a different light
61. We have a better awareness of what to look for when walking around the Church
62. Looking at a more structured way of keeping on top of the maintenance
63. Importance of dealing with water penetration
64. More aware of potential problems. Things that can be sorted either by us, or professionals before they get too bad or expensive.

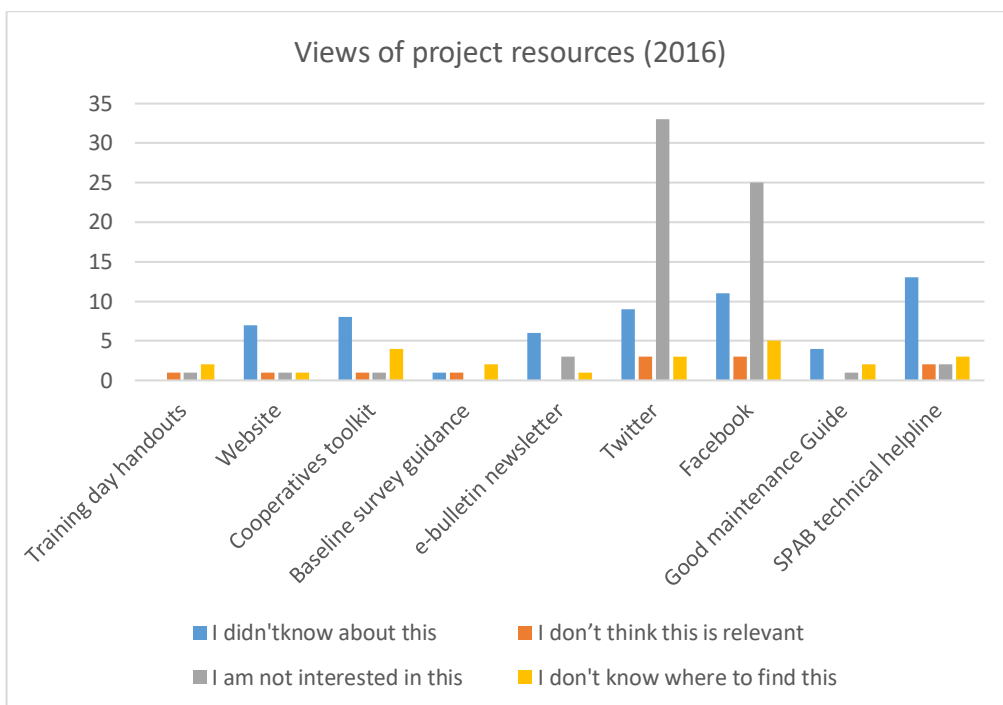
Q4. Please tell us whether you have used any of the resources and how useful you found them?

74 participants responded to one or more elements of this question. Not all participants answered each question. The tables and percentages below reflect this.

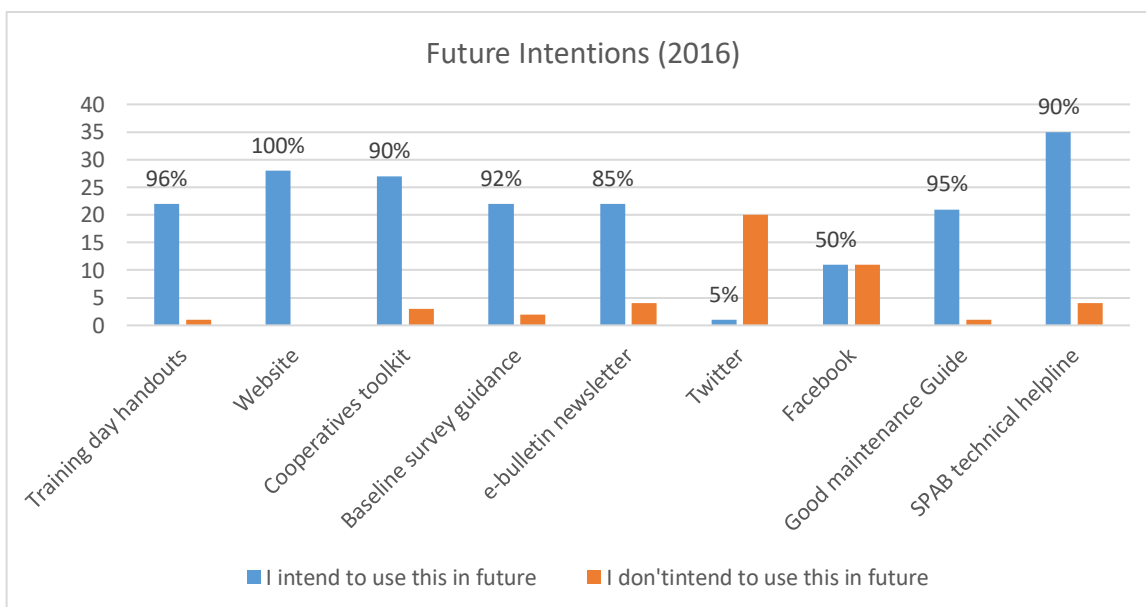


- 99% (66 of the 67 who identified this resource) found the training day handouts very or somewhat useful
- 87% (41 of the 47 who identified this resource) found the website very or somewhat useful
- 80% (33 of 41) found the cooperatives toolkit very or somewhat useful
- 98% (53 of 54) found the baseline survey guidance very or somewhat useful
- 86% (38 of 44) found the e bulletin newsletter very or somewhat useful
- 14% (3 of 21) found Twitter very or somewhat useful
- 36% (8 of 22) found Facebook very or somewhat useful
- 98% (55 of 56) found the Good Maintenance Guide very or somewhat useful
- 42% (11 of 26) found the SPAB technical helpline very or somewhat useful

The responses summarised below identify resources which participants did not know about, did not think relevant, where not interested in or did not know how to find. These findings broadly reinforce the perceived value of resources such as handouts and baseline survey guidance and the more limited value of social media tools.



The chart below shows the intentions of 2016 survey participants to use project resources in the future. Percentages relate to the total number of participants responding to each resource.



34 respondents provided comments (2016 survey):

1. Advice given on a joint SPAB and HLF event re-applying for grant aid and meeting other volunteers who have, or have had, similar problems as those facing us
2. Having resources available on-line is very helpful. One cannot predict all the problems that may arise and knowing where to seek help is reassuring Meeting people from other churches which have similar or very different problems is useful. How they are going about solving their problems and swapping ideas is very interesting - and morale-boosting

3. I do not use social media due to my perceived total lack of security. In a church setting, where congregations are not getting any younger, I expect this view is not uncommon. I would ask that you do not waste resources on social media and target them where your audience is likely to be. Rant over. On-line help is excellent, and much thought has gone into the available resources
4. We are at present starting a complete re-ordering of our Church. The things I have learned will be useful as the Church is still an old building with problems. We are not really able to do lots at the moment as things are a bit "up in the air"
5. Yes, helpful to have resources online
6. Resources available online is excellent. Please try to get additional funding to keep the SPAB Maintenance Cooperatives project going into the future beyond March 2017 please
7. Twitter/Facebook - do not use this facility at all. SPAB help line - others may have used it - I will ask
8. Not learnt how a congregation of around 20 over 60s can afford to maintain a 12th building. On line is useful, but more difficult to share with a PCC of limited IT knowledge
9. Resources online are very useful
10. We intend to have workshop days to tackle aspects of the course, like the parquet flooring and treating it with Danish oil to bring it back to a better condition. There is a lot of it! We will then utilise the above things after a successful and enjoyable time working together. We think tackling things in small 'loads' will be more productive than throwing everything at them at once!
11. We are due to receive a toolkit but as yet it hasn't arrived
12. Our Benefice Cooperative recently have enlisted the help of a specialist police officer to advise on security. A most useful contribution. In our own case, the security company providing our current alarm are not recognised by the ecclesiastical insurers. Hence, we are changing! Resources on-line would be quite useful. I find one of the problems with such systems, however, is the avalanche of information, much of which is not needed. So, an on-line service with simply listed categories would be good. In this way, one wouldn't have to wade through masses before identifying the desired topic or issue
13. We were successful in bidding for LPOW Roof repair funds; were then able to share our experience with other churches at a workshop. Increasingly it may become important to have resources available on-line, though the presence of a real person leading the Maintenance Cooperatives initiative has been instrumental in firing our progress and self-confidence
14. I am afraid time has been a factor in not pursuing the information given on the training day and since
15. Resources online are very helpful indeed. Other resources I have used have been other members of my cooperative
16. Could do with a box that says possibly helpful to use in the future
17. The default answers do not include 'I haven't had the time yet!'
18. It is only helpful if one is computer literate and know where to look!
19. I use the Internet a lot, but eschew both Twitter and Facebook!
20. Not needed the help-line - would use if needed
21. On-line resources helpful. But difficulty in motivating anyone in the parishes as they are mostly over 70 going on 90

22. I am filling this in from a Project Managers perspective, so undertake and work towards all SPAB aims and objectives as standard
23. I have been offered a cooperative toolkit and asked for one straight away, but it has yet to arrive
24. On line resources are helpful. With the project now in its last year it would be helpful to consider whether any ongoing telephone advice might remain available from SPAB core resources
25. The spreadsheet used for the baseline survey are the start point to every local maintenance plan - it has been refined over the period of the project and the latest version is slick, user friendly and by now easy to get used to by novices - this presumes the plans and elevations are accurately delineated (from satellite pictures?) and helpfully coded [it would not be impossible to contrive that every church had one, maybe by obliging a standard clause in the quinquennial to the effect that the architect is obliged to provide one as an annex to his report] If there is not one already in use it might help to offer a check-list of those task likely to be needed at the different intervals – daily/weekly/monthly/quarterly/annually, or this year, next year, sometime or never - this too could become a standard expectation of each quinquennial (I am not familiar with their structure)
26. Most of these would not apply to me as our Maintenance Coordinator is responsible for accessing help. I work in a supportive role
27. Having resources online is essential in very rural communities, especially in such a vast geographic county as Lincolnshire. Also, online resources are more likely to be kept up to date and relevant
28. Having resources on-line is useful
29. Access to technical information on line is extremely helpful in both the maintenance and conservation of historic places of worship
30. I don't Tweet or Facebook so personally this is unimportant. I haven't had to use the technical help line
31. We have very poor access to broadband / internet but things look to improve in the very near future once Open Reach have completed the new wiring. It is promised!
32. I do not use Twitter or Facebook accounts I have not used any other resources; rely on common sense to a great degree
33. I have some ancient experience in historic buildings and building construction and have attended to farm buildings for the past 20 years so my comments may not be very relevant. I only attended the second half of the course due to a previous engagement. I went round the host church doing the survey in a group. I found it intimidatingly complicated and lost patience with it, as did others. As sole churchwarden, I currently have five fabric projects underway or next in line in our Grade1 listed church. The priority is simply decided - first, is there a public safety issue? degree of necessity in the wider scheme of things. i.e. will neglect lead to greater damage? what is the cost and how long will it take to raise the money? The priority decides itself in all cases.

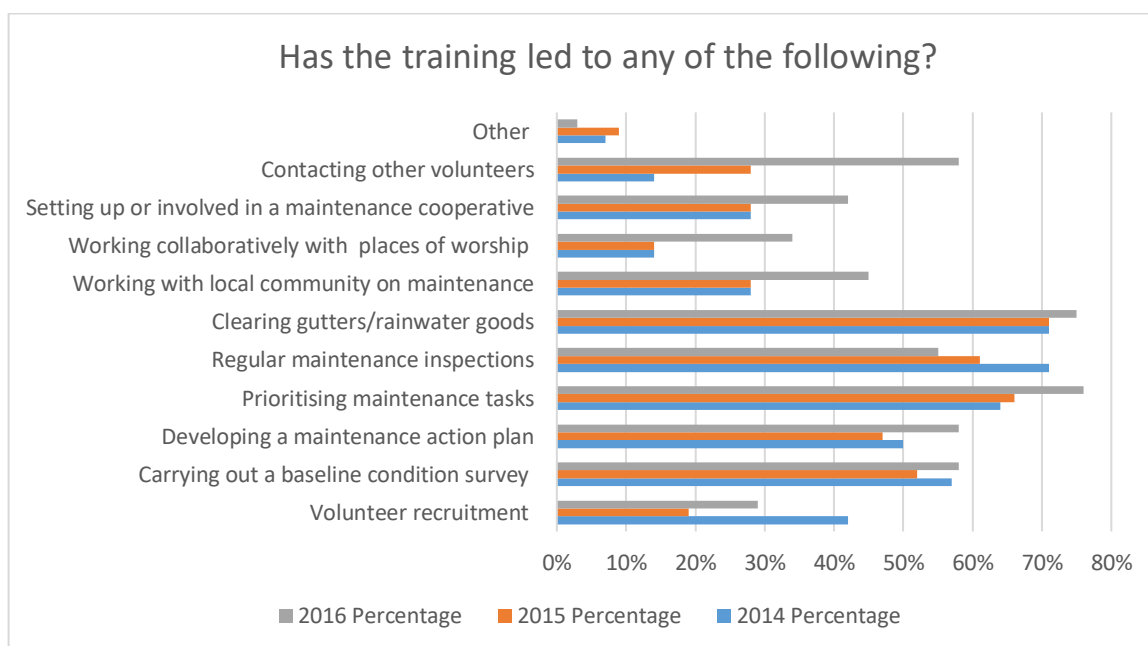
Q5. What has training led to?

65 participants responded to this question identifying one or more practical action.

Recruitment of additional volunteers	19
Carrying out a baseline condition survey of your place of worship	38

Developing a maintenance action plan	38
Prioritising how you carry out maintenance tasks	50
Setting up regular maintenance inspections	36
Clearing gutters/rainwater goods	15
Working more closely with your local community on maintenance	49
Working collaboratively with neighbouring Places of worship on maintenance	22
Setting up or becoming more actively involved in a maintenance Co-operative	27
Making contact with other volunteers involved in maintaining places of worship	38
Other	2

The chart below presents the responses to this question over the three surveys. Percentages are of those who identified the specific action in each year. Respondents could choose multiple actions.



33 respondents provided comments (2016 survey):

1. We have been able to tap a local charity for a grant towards repointing
2. We have set up a co-operative but contact between members has not yet happened. I can see why this is a slow area. All churches demand upkeep, some more than others. Whereas I can get a few people from my congregation to work on our church and, indeed following Carlisle floods, working in other churches, it probably requires something extraordinary to be able to maintain ongoing help to other churches. St Cuthbert's (my church) and St Aidan's share a vicar. St Aidan's congregation is elderly and we do some work in both churches. Within the cooperative, it is my intention to contact members for their maintenance plans and see if a pooling of resources is possible for some projects
3. When all the works on the re-ordering are finished it will be easier to set more things in motion

4. It's brilliant.... thank you. More of the same please
5. Early days
6. We are not at this stage - but in the future definitely. We have had some discussions with other churches and have been following their progress
7. It has led me to lean towards needing and gaining more volunteers to maintain the general up keep of the building
8. Annual Maintenance Inspections are already established, but the training has enabled them to be more focussed and efficient. Gutter / rainwater cleaning already established. Our collaborative working is established, if somewhat one way!
9. Planning to set up a Co-op in our parish and perhaps encourage parishes in our Mission Community to join and form a new area Co-op
10. Please note that it is early days which accounts for the fact that not all the boxes in 4 above have been ticked
11. We already do inspections of the building and we have gutters and drains cleaned yearly
12. A maintenance plan had already been drawn up with the builder we use but not yet carried out. Trustees have been kept informed of necessary work and have been invited to the meetings with Bishop David and Dr Matthew Godfrey next week
13. Knowledge of damp means we will prioritise damp issues above other areas of maintenance. I am an active member of a maintenance cooperative and contact other members when I need a recommendation for a tradesperson
14. We haven't had time to get round to doing a baseline condition survey but it is on our to do list. The trouble is there are just so many other things that need doing....
15. It links neatly with a Heritage trail we are developing along Lincoln High Street to show that Lincoln is not all about the castle and cathedral
16. We had already established working parties at least once a year, sometimes twice, to clear out rain water gullies, clear churchyard walls and so on. SPAB resources will give us more guidance in the future
17. As well as the above, it has led to the development of links within the six Benefice churches, which are sources of help and information
18. None of the above as yet but will keep trying to motivate interest among the wider community
19. Maintenance cooperative set up. Baseline surveys on 6 places of worship completed and maintenance plans developed. Since then the cooperative has been used to organise PAT testing across the benefice and we plan to arrange lightning conductor testing for the towers and spires within the benefice/cooperative hoping to negotiate a discount this way
20. I found it extremely interesting and informative, the speakers were clearly well-versed in their areas of expertise. It was reassuring to know that so many people are concerned about the preservation and conservation of these wonderful buildings although I am not currently directly involved
21. The above benefits have derived from a series of training days and are considerable. Building community links and finding more volunteers are the major challenges
22. In my experience the base line survey and a first working session usually accomplish the four marked. My observations regarding the others are as follows: It might be helpful to offer cooperatives some structured guidance about recruiting additional volunteers It could help if the CofE 'expectations' of a quinquennial included an example maintenance schedule. Similarly some guidelines about how to work with the local community should help all

places of worship. I feel the project is still weak in advice about how to generate cooperation between church communities. My idea has been adapting 'Happy Families' - I have Mr Work-at-Heights, have you Miss Electrician? Where volunteers from one church attend another a methodology to sustain the exchange would help. The project is strong on mechanical systems but seems weaker on those involving social psychology

23. We still have a lot more to do and time is often against me. We will look to achieve a lot more from the list above as soon as possible
24. not so far!
25. It will lead to all of these, especially involving more volunteers
26. Being able to pass on lessons learned at the events to other heritage/church groups
27. I've only "ticked" three but I'm trying to make progress on the others but it is slow work trying to get others involved or to respond etc.
28. In a very rural area co-ops. have been attended when I have been available. SPAB has been the catalyst
29. We already involve the local community in our Boon Days several times a year when we tackle maintenance tasks both inside church and outside in the graveyard. We are in contact with other churches in our area and intend to try to share resources where and when possible. So, while we have not introduced new things from your list above, the list has confirmed that what we are doing is appropriate. Having just completed a large project - repairs and restoration of our C12th church tower and received the draft of our Quinquennial Inspection, we still have plenty to keep us occupied. We raised funds both locally and from national sources, including EH & WREN so I found the 'grants' presentation particularly interesting
30. It is early days for us but we intend to do all of the above over the next few months. We are disappointed that we have been unable to recruit any volunteers but hopefully as time goes on we gain some interest
31. The training day gave a better understanding of what to look for, we have for many years maintained the gutters and down pipes every year
32. I had already set up maintenance checks and base the planning of projects on items identified in the quinquennial report. However, of the five major projects tackled during the past four years, none were identified in the report but have happened since its publication and were unpredictable
33. Three of my parishes are now part of a maintenance Co-op, and have benefited greatly from the expertise provided by Stella Jackson and architect James Innerdale.

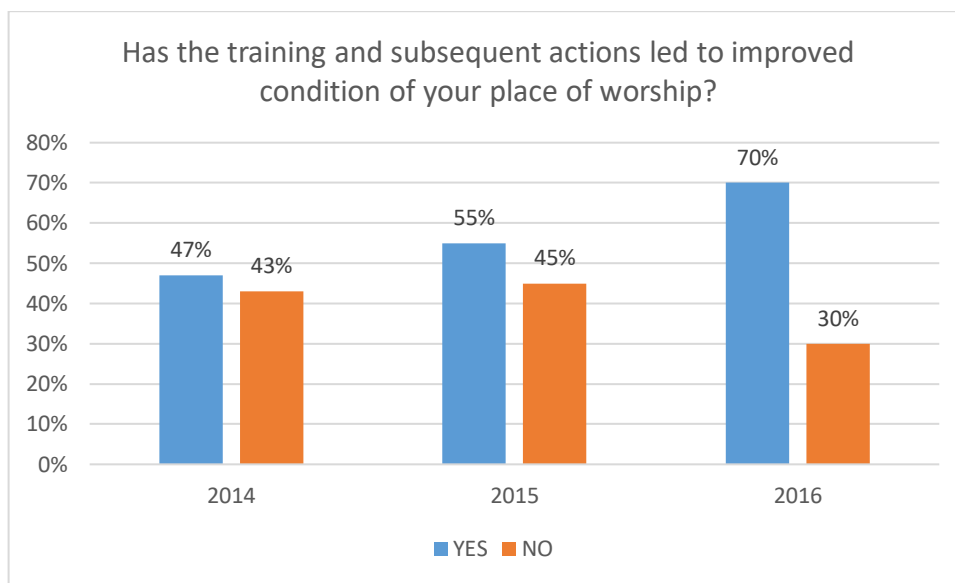
Q6 Has the training and subsequent actions you have taken led to improved condition of your place of worship?

65 participants responded to this question.

YES 48

NO 21

The chart below presents the responses to this question over the three surveys



61 respondents provided comments (2016 survey):

1. We look forward to repairing the roof of the church. Fix gutters and sewer system. Still urgently looking forward to the heating system of the church, because the Carmelite Church is devastated due to moisture and unstable temperature
2. Not yet. When the lime plaster has been repaired, the roof replaced and the automatic doors repaired then I think I will be able to answer 'yes'
3. Greater mental strength to push for the work to be done
4. Not yet!
5. Yes. We had a programme of maintenance based on "its broke, it needs replacing". We are now actively seeking out problems before component failure occurs ...preventative maintenance. We are currently looking at gutters and drains, damaged frames on window bases, servicing pulleys on font and moving pulpit (that's a first...the only moving pulpit in the country, we believe!)
6. Well I understand more about nipping things in the bud
7. Repaired roof, and rainwater goods when we're finished
8. Jobs are prioritised and by joining with others in the cooperative the costs are cheaper
9. Bit early to know as I only became a churchwarden in May
10. It will be invaluable when we come to tackling Church project
11. Now know how to spot problems and then find out how to deal with them. Encouraged to do regular maintenance and prepare for future quinquennials
12. Slightly, it has been severely neglected for many decades, but I am more aware of the work that needs to be done in the months ahead
13. We have spent some of our limited resources on prevention of further deterioration, and have undertaken some work 'in house' previously done by contractors
14. Not as yet. Did a Baseline survey on a church that I don't attend
15. We now know what to look for and can therefore respond more quickly
16. Made us realise we need to act early not late and have needed to spend less time and money as a result
17. There is no immediate necessity for any work to be carried out

18. Not yet but I believe when we can start we shall make considerable progress in the care of our church
19. Generally cleaner, and more people involved in not only taking an interest in the building but doing and planning, both short and long term
20. Because our awareness of certain maintenance issues means that things now get done! We must be pleased with that alone!
21. It has helped us to focus on what we needed - a watertight, warm and welcoming church. The roof was the key, the heating scheme is now under way, and the welcome will be up to us all
22. We have not managed to recruit a work force who could carry out some of the regular maintenance but did have an internal spring clean to improve the appearance of the building
23. We ensure we keep the gutters clear, and check for any new signs of damp
24. Give us a chance.... you are expecting a lot in two months and folk are thin on the ground during the holiday season
25. Enabling the worshiping community to see that they can delegate responsibility for maintenance to others without being ashamed
26. Not yet, not until next year.
27. Rejuvenation, restoration being carried out brings complimentary comments from church-goers and visitors alike
28. We await much needed work to be done to our nave roof but funding this is still an issue
29. Missing and loose floor tiles replaced
30. A slightly over-optimistic reply: which is to say, not as yet - but it has prompted useful action. We spotted a fall of flint from the tower and, through our architect, commissioned a cherry picker survey, with gloomy results. We await an inspection from Historic England, just as we await a response from the diocese with regard to ongoing damp problems on our north aisle. Perhaps we could have some training on developing the patience of Job!
31. Negative impact of flooding in December 2015
32. Drain pipes now working properly, as previously a couple were overflowing
33. Not as yet, as we are yet to secure 2nd R funding and therefore repairing the church is yet to happen. However, it is something we will look to include further down the line.
34. Not actively involved in a place of worship
35. More ventilation. Less damp
36. Having professional guidance has improved our attitude to maintenance and ensured that things are done properly
37. We have regular maintenance days at Christ Church and it has stimulated several improvements to the building and its churchyard with significant community involvement
38. It will do!
39. Working parties at three of our places of worship have dealt with a wide range of issues and thus an improvement in their overall condition
40. All churches I have visited have generated positive action offering improved condition I have concern at many whether that initial impact will be sustained. Church officers report difficulties in generating and sustaining cooperation even within some PCCs churches. In some ways I can see evidence that cooperation is aided by widening the community involved. Cooperation between churches in a group co-operative should be affected less by

these local factors. To me a major pay-off of the project should derive (where possible) from co-operation across churches

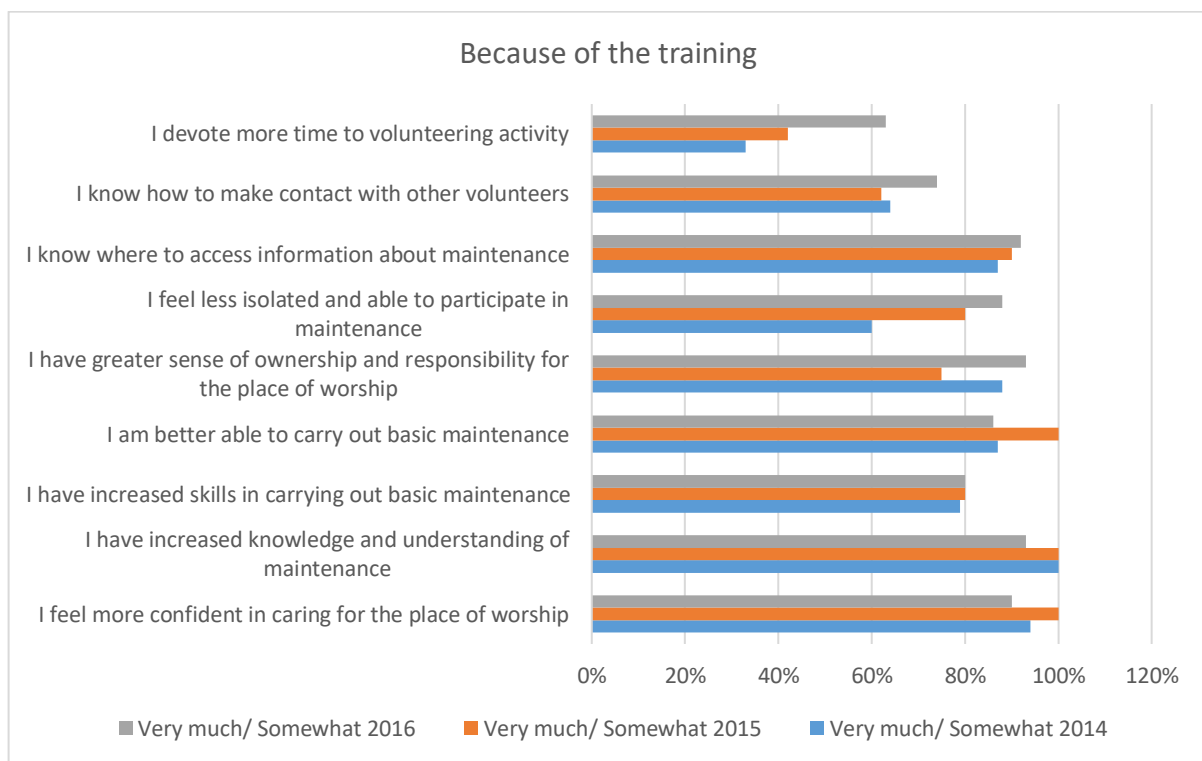
41. There's a lot to do but the ball is rolling now and we are working with an architect to sort the issues out
42. I am not personally involved with fabric maintenance in my parish church ... which is currently in good hands
43. It is cleaner. There is more regular inspection and timely action on small things
44. We now have a regular Maintenance plan which so organised by our Maintenance Coordinator
45. The drains, gutters and sinks have been checked and one unblocked
46. It will do. We have some major work to carry out but then we will use the training to keep the building in good condition with regular checks
47. Not yet!
48. Greater urgency over need to fix a leaking roof
49. Too short a time since I attended the training. I found the training day both well-organised and interesting
50. Awareness of maintenance needs. Undertaking maintenance activities thus avoiding damage to the fabric
51. Up to now in a small way by having the required First Aid kit and complying with Fire Safety regulations and clearing drains and gullies. We intend to carry out more major works once we have obtained the necessary grants.
52. Whilst the most recent knowledge gained is yet to be put into action, earlier workshops from previous years has been
53. Required work found that required work
54. 1. Building drier. 2. Co-operation with other parishes i.e. lightening conductor inspections. 3. Working at height. Hopefully make provision for more cooperation by using the same contractor on several sites on the same day
55. We have also been really lucky in securing funding from the Places of Worship Roof Repair Fund. Works will start early next year and we will carry on from there
56. The building is still in the same condition which is quite good
57. Most aspects already in practice
58. Some simple operations, such a cleaning out rain water goods has helped
59. Qualified... One of my churches is in the process of a major re ordering (interior complete) which was in progress before Mtce Co-ops came along, so hard to differentiate between the effect of SPAB input and what was going on anyway. My other 2 are both working hard to improve their condition.... with help and support from each other and some in the community
60. It was already in a good state of repair which we hope to maintain
61. ... but not so anyone else would notice. I don't attend a place of worship. I have passed copies of some of the survey sheets/guidance on to those living/working in smaller historic buildings though, if they thought they might be useful.

Q7 We would like to know what impact the training has had on you.

65 participants responded to one or more elements of this question. Not all participants answered each question. The percentages below reflect this.

Because of the training:	yes, very much	yes, somewhat	no not very much	no not at all
I feel more confident in caring for the place of worship	45	17	4	3
I have increased knowledge and understanding of maintenance	48	19	3	2
I have increased skills in carrying out basic maintenance	28	28	12	2
I feel better able to carry out basic maintenance	30	31	8	2
I feel a greater sense of ownership and responsibility for the place of worship	37	27	2	3
I feel less isolated and able to participate in maintenance	30	28	4	4
I know where to access information about maintenance	45	21	3	3
I know how to make contact with other volunteers	31	20	14	4
I devote more time to volunteering activity	18	22	15	9

The chart below presents the responses to this question over the three surveys. Percentages are of those who identified the specific benefit in each year. Respondents could choose multiple benefits.



38 respondents provided comments (2016 survey):

1. We are also involved in other voluntary work and have grandchildren and other family commitments in addition to travelling for holidays, short breaks etc.
2. Awareness of the importance of the Project Conservation Places of Worship, Historical Objects. Caring for the future generations have experienced tangibly visits to Historical Buildings, Facilities Worship. Not on the photographs
3. I think the maintenance, however basic, should be carried out by a professional. I think the important issue is to identify the maintenance that needs to be carried out and to prioritise it. I have run out of time that can be given to 'volunteering activity'
4. Our church has stood for 200+ years and is the fourth on the site. Records show it was founded by St Cuthbert himself in the 7th century. This alone makes maintenance a daunting task and we are well aware that we are simply custodians for future generations. However, knowledge imparted to us via SPAB has given us confidence to survey critically and plan for works. We can access information and advice, have appointed a local architect in sympathy with the building and feel better equipped to do the task
5. Sometimes it can be a bit daunting and it's hard to make people in the congregation understand what needs to be done to keep things up together especially as most of the are elderly
6. Already do a considerable amount
7. It's motivated me and given me the enthusiasm in what can be a very isolating role
8. When a group of you get trained it binds you together. I am optimistic about the future
9. Knowing what to look for a spot easily, not to be afraid to causing any further damage
10. Very limited uptake of places by the elderly congregation
11. Am already doing various volunteering but have time restraints
12. Much of the work needs expert attention or is too high. Volunteers mainly older
13. The problems are less of a mystery and the solutions reachable and manageable
14. It gives us a framework to make plans for conserving and protecting the building together rather than just being hit with a long list at Quinquennial time and much of what we will do will save us money in the long run. The church can seem like a heavy burden on a small and aging congregation but I believe using the knowledge and tool we were given can take away a lot of the worry as we will be monitoring our building from the perspective as both carers and consumers
15. Just taking ownership of the building and encouraging others to do the same
16. Principal reasons already mentioned in answers above
17. Sue Manson and the professionals with whom she has produced a programme of courses have provided a good stimulus for action and a sense of heritage responsibility
18. As a special case scenario we as Trustees of the building, St Benedict's, are also Trustees of the Lincoln Mothers Union and often the later has to take priority over the maintenance projects. Also as a relatively older and mainly female organisation we are not able to do much of the work ourselves
19. I have learnt a great deal. No more time to dedicate to volunteering though as I already give as much spare time as I have
20. Knowing what to look out for and a systematic way of assessing the building gives you more confidence

21. I am the Vicar of three parishes with four churches that were all in a dire state so recruiting new teams has been crucial and you have provided a catalyst
22. We are a small village, with the same people doing everything most of the time
23. Enjoyable now
24. I think we have built up quite a good team within our benefice which will help us all
25. One of the great benefits of our association with SPAB and the maintenance co-operatives projects has been the formalising of basic knowledge about building maintenance in the context of an ancient church. And because the training is shared by lots of people, it is possible to check one's understanding with colleagues, and share concerns more widely in the parish and Benefice. As a result, maintenance becomes more widely understood as something that has to be thought through, actioned and paid for - as opposed to something kindly done by the fairies!
26. I have ticked 'no not at all' to the above as I already work to this standard
27. Have no more time left to volunteer more. Sessions are clear and easy to understand and very informative
28. Previously had no proper training or prior knowledge of looking after church buildings, this has helped enormously
29. As a member of a PCC serving two churches with a small electoral roll I have felt in need of assistance. Since attending the training I have found an increase in the number of younger people prepared to join in the task of keeping our churches going by volunteering their time and skills
30. Key benefits: Greater understanding of issues Understanding that many issues are common to many or all church buildings Realising that a modest amount of well-directed effort can achieve a great deal Appreciating that much of the work required demands little if any skill
31. I respond as a volunteer (across Herefordshire and Worcestershire) not as a church person
32. Spending a day with professionals to advise and other volunteers to share experiences with
33. While I am happy to clear gutters etc., I recognise I'm not a tradesman & the SPAB training is not intended to make me one. What it does do is help identify where a craftsman is needed
34. Our church PCC is not my forum. I am a practical person and not a meetings person. A professional person with a heavy diary now retired was my calling. Civil and Building Engineering was my job and so I was approached by our vicar for advice when an inflated quinquennial report was received and needed sorting out and prioritizing was needed. SPAB came at the same time and so some local practical expertise was awakened. The previous experience seen by me was for PCC's to go without business training to enter into local builder relationships and scars offertory money to be I'll spent
35. Too soon to ask these questions of us. Care of our buildings is a long-term occupation
36. Ancient buildings are large and complex and having the base-line survey guide to use, which divides the large structure into its components such as roofs, walls, windows, makes the task less daunting and therefore do-able
37. Very little progress with interesting more volunteers. Need younger and fitter folk. They have just not come forward. Rural community where time is given keeping small farms surviving and little opportunity to help with church maintenance. Younger people commuting to work and families have no time to help out. The PCC has had to pay contractors for work to be undertaken which is difficult as funds are so limited. Volunteers undertake to maintain the churchyard which is very large. Concern for the age and frailty of folk who should not be asked to use machinery i.e. strimmers. We have had to stop this

happening and therefore the grass is fast getting out of control. Have explored the 'work in the community' option but this is not available as the church does not have toilet facilities.

38. Have a better understanding of where to look regularly for problems being a Church Warden takes so much time that I have to draw the line somewhere. We are grade 1 Star listed. If maintenance work is required, I would approach our architect and or one of the subcontractors for advice. It is so easy as an amateur to wreck things that i would not risk damaging things in a botched repair job. I am aware that in the 1950s the two church wardens decided to "brighten up" the Church interior with whitewash. They were told to remove it and as they had painted on natural stone some of it could not be removed! A wash was made with cement powder and applied over the whitewash. Looking round the inside of the building I can see the mess that was innocently made. It will cost thousands of pounds to remove the cement/whitewash, but no-one else seems to notice and so I say nothing. I have taken this lesson to heart.

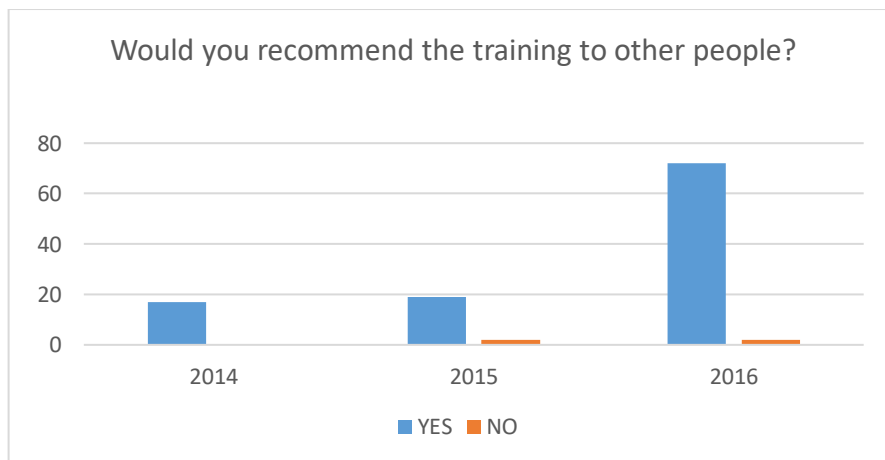
Q8. Would you recommend the training to other people and if so why?

74 participants responded to this question.

YES 72

NO 2

The chart below presents the responses to this question over the three surveys.



62 respondents provided comments (2016 survey):

1. The guidance given is helping to set up our own maintenance programme and inspections when we are not in close contact with our architect and structural engineer
2. Yes, I would recommend training. Training motivates action
3. It is good quality training by experts in their field
4. Enables them to be more confident in the work
5. I found it very useful and informative
6. Simple. Unless a person is building trained or an architect, the task ahead seemed overwhelming. By breaking it down, encouragement and wise advice, SPAB employees are providing a valuable service to ancient buildings that will benefit future generations. We feel empowered to progress

7. Because it gives one more interest and knowledge about the building
8. Lack of awareness of issues is critical in buildings being miss-managed
9. Cos it's very constructive and useful
10. It was very useful in telling you what to look for potential problems
11. Feel less isolated. Feel more confident. Make use of the network
12. Great course, instils confidence and encourages volunteers. don't want to do harm!
13. But all who can within our church already contribute. The level decreases with the years
14. For individuals who have an interest in history, buildings, environment and community it is ideal
15. Knowledge of what to look out for
16. ideal to get folk interested and show how it is not such a daunting task
17. Because it increases awareness of the condition of the fabric of the church building and could lead to any remedial work being carried out sooner rather than later
18. Because what you learn is vital to looking after your building, and you are given ways of doing this. When we did it, it was fun working together and making decisions as to state of the building we were using and hence our own
19. It's amazing what you can do to improve the state of the building and to be aware of any changes there may be to the building, we're now long, medium and short term planning. We have also built links with Lincoln University Conservation Dept
20. So they can benefit similarly. Whether we would be able to enlist more volunteers to attend future events is questionable
21. Because it has given new life to looking after our church building, and has allowed the sharing of experiences with others
22. For a regular Church PCC I would find the information and training very useful
23. So much to learn that can make a great difference to building condition without being complicated or difficult
24. Very knowledgeable speakers and good practical experience. Nice to go round a church that had more problems than ours!
25. It is good and relevant
26. It goes into minute detail, inside and out, of the basic maintenance
27. Relevant and useful
28. It is reassuring to anyone who is new to the role of fabric officer or churchwarden
29. It's interesting, understandable and sociable, and produces results
30. Relevant and well-presented
31. It can motivate people in the wider community to take an interest in buildings which they may not otherwise feel able to be part of
32. Training is very important as most people are volunteers and probably do not have a building background, so issues are not immediately obvious
33. It is important that people understand the importance of using appropriate materials when repairing older buildings
34. Well run, effective and relevant
35. I found the Faith in Maintenance course clear, concise and very useful. The subsequent training on each of the baseline survey days added to my knowledge
36. Getting it right in regard to church buildings is very important if they are to survive
37. SPAB offers an amazing range of support and expertise - more people need to know about it!

38. The training was excellent because it explained the principles in a clear and accessible manner. It avoided technical jargon and included practical demonstration and hands on experience on a real church wall. Everyone on at the event appeared to enjoy the experience
39. Most churches are looked after by amateurs with dedication but limited knowledge of how to maintain a large building
40. Because it provides a sound and clearly presented introduction to key issues
41. The training is sound - the matters on which I offer a view are nor really 'trainable'
42. It's clear to see the passion you have for preserving buildings. The knowledge you have is clearly immense and the way you pass this on is superb and pitched at the right level
43. Information is power, Having the right information prevents expensive mistakes but finding the right quality workmen with the required knowledge and skills is very difficult
44. Because it is effective in delivering a result. It allows people to do what they are capable of doing
45. Without this training, I would have had no idea about caring for an ancient building and the issues associated with it
46. Because it was well run
47. It is relevant, readily available and delivered by people who know about their topic, put it across in an understandable, engaging way and engage their audience. Also, there is great value in the networking with others, sharing experiences and learning from others
48. Regular, ongoing maintenance cannot be "someone else's job" - especially with shrinking congregations. The more that can be involved, the less onerous is the workload who do get involved
49. To better use the talents that most communities have
50. The training was relevant and very well presented. Very good examples of case studies and literature was up to date and informative
51. The more reliable information we have about the way in which our churches and there, sometimes ancient, furnishings and artefacts the better position we are in to care for them in the correct way to preserve them for others to enjoy
52. Everyone that has done the training commented that it transformed the way they look at the church, ie looking and seeing things differently
53. It makes a daunting task seem less so and it becomes achievable
54. The training workshops have been helpful in understanding the key building elements, how these have been used, how they might be affected by poor maintenance or understanding, and how a systematic means of maintenance coupled with sound technical knowledge might be developed in the future
55. This is one of the best training courses I have been on and as an ex BT engineer I has been on a large number
56. The training is excellent but dependent on recruiting actively fit folk
57. It's a pleasure to meet up with people who are interesting and knowledgeable. It would be nice long term to keep up the sessions to enable us to keep in touch
58. To highlight where anyone should look for potential problems
59. If you knew nothing about historic buildings this would be enlightening. However, I think the survey can be overwhelmingly complicated
60. Simple and effective, helps give people a chance to develop

61. It is very helpful to have a framework to work through rather than a haphazard approach of as and when
62. Depends entirely on the individuals. Very useful for anyone who may need to help maintain a historic building. This training could apply to far more than places of worship with very few tweaks. It would probably be useful to householders living in listed/conservation area properties.

Q9. Since attending the training event is there any training or support you would find useful that the SPAB maintenance Co-operatives project has not yet offered? Please list below

33 respondents provided comments (2016 survey):

1. We need the support and foundation of the SPAB to help with our project. The project concerns the conservation and protection of historical objects contained in the church. Also restoration and reconstruction of wall painting the main altar
2. There are still available courses I would like to attend. the offer of courses is comprehensive
3. Not at the moment
4. Just more of the same - to remind and consolidate
5. I have only been involved this year but I feel that having an overall Co ordinator is really useful. Also, it seems as if there is a lot more to do or could be done in the project
6. Other training has been given when we asked
7. Not that I can think of
8. I don't think so.
9. Cleaning of floors, tiles, carpets, wood
10. Note answers above
11. Any way to get active, physically fit volunteers involved in regular maintenance!
12. As much technical information as possible available online
13. Just been on a course on the care, cleaning and conservation of church artefacts and interiors. Equally interesting
14. Yes, ongoing support and widening to include training on being a guide
15. Training in recognising various hallmarks and basic Latin
16. Any chance of a green energy element on some future training day?
17. More advice on setting up a project, motivating sometimes very isolated communities
18. Lime mortar course
19. Looking after metal work. Correct way to treat ivy in graveyards
20. None that I am aware of
21. No but we may yet discover some. It is very helpful to know such support is available
22. In the interests of the wider picture I feel it may be helpful to observe that the approaches recommended are not 'rocket science' - with the now excellent tool-kit now available the principles could be applied at almost every PoW in the country - although facilitation would obviously help much of the potential could be attainable quite easily wherever there is the will - I understand some denominations administer these things from a national or regional centre – It seems to me sad that several diocesan officers making the most substantial contribution to the project that they can are frustrated that the choice of whether to do anything and if so what seems to lie exclusively with the key people in each parish - some are reported as being conscientious and proactive - some sadly not so - hence my earlier

suggestions about terms of reference for architects re the quinquennial - In summary, but with all the delicately I can muster, the way the CofE manages itself does not seem to lend itself to the obviously desirable aim of maintaining church buildings in sound condition

23. Nothing I can think of
24. Where to access qualified architects and builders. One architect claimed to be SPAB and heritage trained and told us to tank the building which I knew to be completely wrong!
25. The service is excellent, thank you
26. I'm conscious that I may be doing work on a listed building with money that isn't my own. I feel it would be of great help if the co-op's members could be "encouraged" to make more effort to identify those trades people, companies etc. that they had used and whose work they were satisfied - to effectively draw up a register of "church approved" contractors who were judged to be competent & reliable
27. Yes why not have some SPAB group meetings to plot a way forward. I am not an admirer of the present quinquennial/PCC set-up
28. Some refresher training would be useful annually with SPAB
29. Re-Pointing stonework
30. We have received excellent support throughout
31. As I am fairly new to the workshops (only been attending for two years) I feel it would be ok to repeat those that I have missed. Key areas of concern in Cumbria are the appropriate use of lime, the effective use and maintenance of lead, understanding the geology / use of dressed stone (ashlar) and how it might inform a maintenance regime, the causes of condensation in places of worship and how damage might be mitigated
32. PCC's need more directions as to the benefits of a maintenance cooperative. Through the church architect after the quin. report ?
33. We have done quite a few really useful sessions. I personally would like to learn more about looking after and repairing textiles as we have an altar cloth the is disintegrating. I was given some help at the last session to help me find out more but haven't yet had time to do that. Also we need to put a 10 year maintenance plan in place it would be useful to have a session on how to go about doing that it's would be a step on from doing the baseline condition survey.

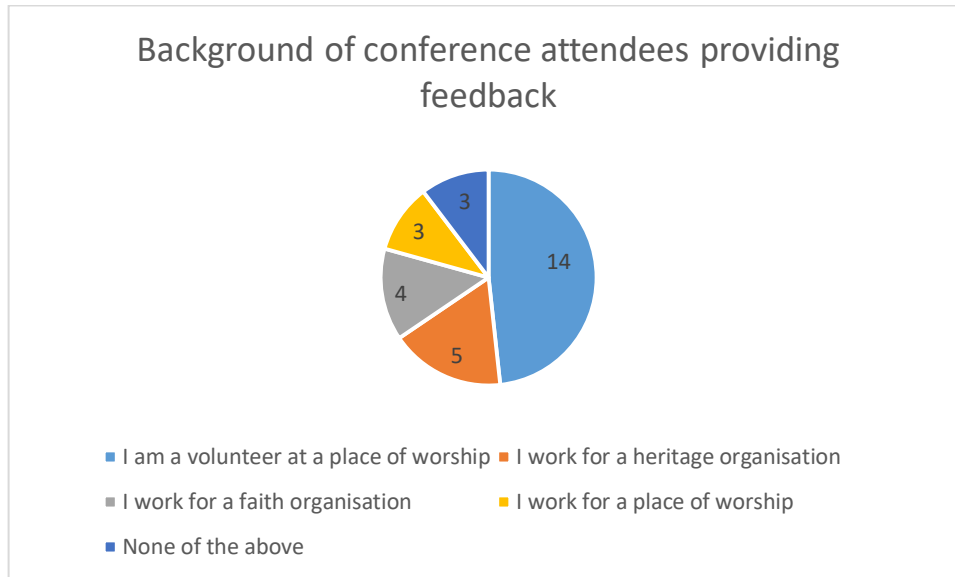
Q10.

29 respondents left their details to be contacted for telephone interviews in the future.

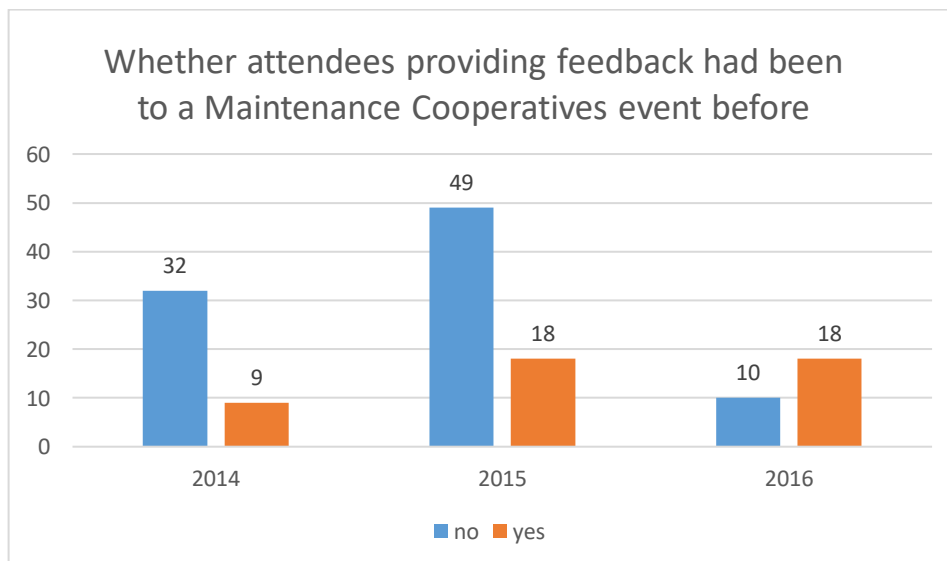
Appendix 2: Feedback from 2016 National Conference

The third national conference 'Celebrating three years of Co-operatives' was held at the Friends Meeting House, London on 3 October 2016.

54 people attended the conference with 29 attendees providing feedback. Of those, 14 were volunteers at a place of worship.



Compared to previous conferences, evaluation data suggests that many attendees had been to other MCP events. From observation and informal discussions with attendees, there was evidence that the conference was providing a valued opportunity for attendees to reconnect with previous acquaintances, share practice and engage with the MCP team.

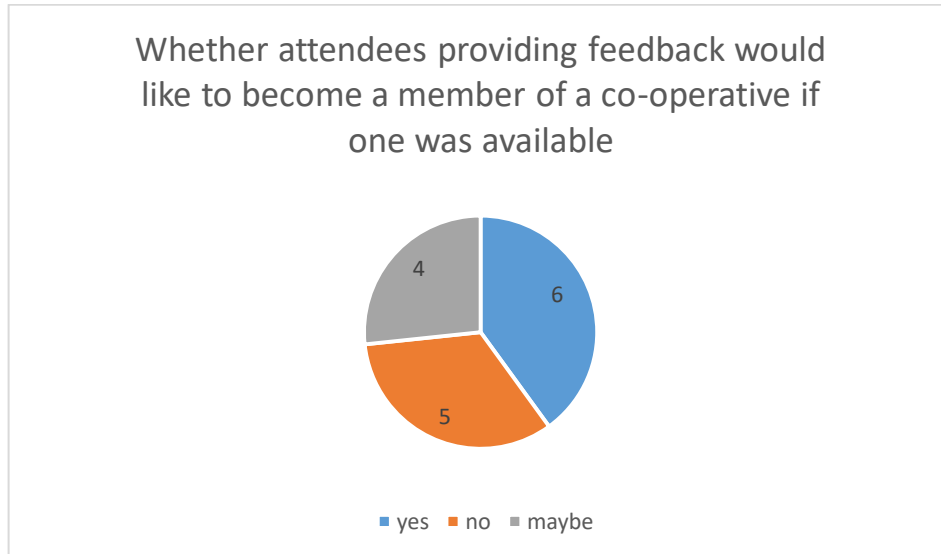


As with the previous two conferences there were positive responses from attendees about the quality of the booking process and pre-conference information, the facilities, catering and quality of speakers (over 99% of respondents rating these as 'excellent').

Asked what they enjoyed most, attendees particularly rated the opportunity to talk to other people in similar situation about maintenance issues and share experience and ideas about participating in cooperatives. There was acclaim for the presentations and plenary sessions where attendees enjoyed learning from professionals about issues such as underfloor heating.

Attendees were asked what they hoped to gain from attending the conference and provided a wide range of reasons including: networking, sharing ideas, finding out about the future of the project, funding ideas, guidance on helping co-operatives work well. 43% wanted an opportunity to network and share practice with others. 89% said the conference 'completely' met their expectations.

46% (13 of 28 respondents) were already involved in a co-operative. Of the 15 who were not involved, 6 (40%) would like to be a member of a co-operative if one was available in their area.



Appendix 3: List of Co-operatives, places of worship and volunteers as at 31 October 2016

A	Region	Co-op Name	Status	Update	Number of PoWs	Approx no. Vols
1	Lincolnshire	Holland Coastal	Active	There are a lot on the mailing list and quite a few churches who are involved, but numbers at events tend to be low. The Parish of Boston is keen and active member and hopes to help keep the group going once the project ends. All Co-op PoWs are keen to be involved in the 2017 Festival and all working co-operatively to get this organised.	10	36
2	Lincolnshire	North Manlake	Active	All working very well together as a group. All PoWs will be surveyed by the end of the project, and at least one maybe two resurveyed. The group hopes to continue once the project ends, and this will be discussed on the 14th of Oct.	5	19
3	Lincolnshire	Lincoln City	Active	As in the Holland Co-op, the group has worked together at specific training events, but do not appreciate the full benefits of working together on a baseline survey. Many have reported that they have used the training, however, and that they now have regular maintenance checks.	8	20
4	Lincolnshire	South Wolds	Active	Second event for this group only had five attendees, but many sent apologies and all say they are still keen to be involved. Welcoming visitor training due to be run in Oct, but also need to organise another baseline survey day. Still needs quite a bit of work to get it fully up and running, which time may not allow.	4	17
5	Lincolnshire	North Norfolk	Active	This group will almost certainly continue once the SPAB project ends. At least four, possibly all six, will be surveyed by the end of the project. Worked Co-operatively to have an assessment of all six churches undertaken by a local police officer, with reports for all six on how they might improve security. All keen to get maintenance schedules in place.	6	24
6	Lincolnshire	South Lincs	Active	Successful baseline training day at Barrowby, after which dates for the next two were agreed. Members have been to events and training days at other Co-ops too. Lots of enthusiasm and despite being only a couple of months old, likely to continue once the project ends.	3	20

7	South West	Melbury Gutter Gang	Active	Organising monthly working parties on established timetable, visiting two or sometimes three places of worship and reporting each time. Have 'adopted' two neighbouring areas to share the MCP approach	16	13
8	South West	North Wiltshire	Active	Next 2 events in preparation	11	15
9	South West	Bournemouth	Active	Baseline Survey Training	4	8
10	Cumbria	West Coast Co-operative	Active	1st Cumbrian Co-op established. 2016 programme agreed. 3 baseline surveys undertaken in 2015.	13	18
11	Cumbria	Heart of Eden	Active	Key PoW in this group was flooded during the 4/5 Dec 2015 floods in Appleby so this has had some impact on their time and energy for participation in 2016. 3 baselines completed (on flooded church in Appleby, Kirkby Thore & Brough).	11	14
12	Cumbria	South Lakes - Kent Estuary	Active	Start up agreed Oct 2015. Programme of activities, dates and locations agreed for 2016.	7	6
13	Cumbria	Reivers Country Co-op, Carlisle	Active	Started 29 February. 1 baseline undertaken to date. Programme of 2016 activities agreed.	Unknown	n/a
14	Cumbria	Binsey Group	Active	Start Up & Baseline Survey training on 24 Aug 16 resulted in formation of a Co-operative. The first Misson Community group of 40 proposed in Cumbria.	10	19
15	North East	Seaton	Active	Held first Baseline Survey Training day in October, Co-op created and named. Second Baseline survey held Jan 19 2015. Planning follow-on events.	3	9
16	North East	Whittonstall	Active	Held first Baseline Survey Training day in July. Planning follow-on event for other interested churches now.	1 confirmed, 3 poss.	6
17	North East	Hartlepool	Active	First Baseline Survey Training day well attended, working to schedule follow on days	2 confirmed, 3 poss	14
18	North East	Barnard Castle	Active	First Baseline Survey day held, church surveyed still active, other attendees uncertain of time commitment. Working to schedule future survey days.	1 confirmed, 3 poss	9

19	North East	Alston	In development	First Baseline Survey day held, other activities being scheduled for new year 2016. Not committed to forming a co-op yet.	5	17
20	North East	Lanchester	In development	First Baseline Survey Day held, follow on days in discussion. Attendees from Lanchester day may be joining Whittonstall co-op.	4	13
21	North East	Ponteland	In development	Baseline Survey Training day held but many attendees cancelled prior to day due to various external reasons.	Unknown	2
22	North East	Hartburn	In development	Baseline Survey Training Day held but follow on days proving difficult- attendees at the original day had come from far ranging locations and other days have now been held for them elsewhere.	Unknown	15
23	Herefordshire	Golden Valley	Active	Ewyas Harold has a core group of volunteers working to their maintenance plan and installing a French Drain. They are planning to undertake some re-pointing. They are engaging with friends in neighbouring areas and the word is spreading. The project at the redundant church at Dulas is offering some good community links - working party being planned here at the end of Feb. Grosmont PCC have now agreed to sign up and book a baseline survey Presentation to Much Dewchurch PCC on 9 Feb. Grosmont baseline completed and drone survey commissioned locally of hidden valley. Much Dewchurch baseline followed up with a working party and a drone survey of the roof commissioned locally - information used for roof grant application, but not successful. Working party at Dulas cleared undergrowth and soil from boiler house access and paths. French drain at Ewyas Harold completed. Day spent at CCT Michaelchurch to look at laser survey, French drain and wall painting conservation work. Grosmont team attended maintenance plan training day at Bewdley.	5	35
24	Herefordshire	Bartestree Cross	Active	This group has a local co-ordinator. All except Lugwardine Chapel have completed a baseline survey, most have created a maintenance plan but they need encouragement to plan shared maintenance days. Lugwardine chapel needs encouragement to move onto a baseline. Major community consultation over re-ordering at Lugwardine Parish Church is taking up local co-ordinator's time at the moment. Logworth Chapel recently reported a problem with damaged timber.	7	15

25	Herefordshire	Leominster Link	Active	Meeting with church wardens at Orleton and Kimbolton positive with baseline survey and launch being planned at Orleton. Baselines completed at Orleton, Leysters and Bockleton, Kimbolton and Hamnish have also requested dates and a combined maintenance plan writing day. Middleton on the Hill also interested and Pencoombe, may join in too.	5 active, 2 interested	8
26	Worcestershire	Teme Valley	Active	Project officer acting as local contact. Baselines undertaken at all sites, lots of working parties and follow up survey at Great Witley achieved, follow up at Shrawley booked. Major works at Great Witley and Shrawley. Potentially 5 more churches covered by a new priest in charge needs encouragement. Repeat baselines and regular working parties underway	4 Active	23
27	Worcestershire	Droitwich	Active	Baseline surveys undertaken and follow up working parties to tackle issues noted at three POWs. Fourth church planning a major HLF bid. Roof grant submitted for St Augustines, but not successful. The PCC fabric sub-committee have now appointed a project manager to head up improvements to fabric for the entire group.	4 active 3 interested.	17
28	Worcestershire	Kidderminster & Bewdley	Active	One very active church (St George's) with a maintenance team. Not clear if they would help out at other sites, but they would like to share cherry picker hire. Wribbenhall, Franch and Baxter URC have all joined, they have all done baseline survey and attended the maintenance plan writing day. Wribbenhall have organised a working party and appointed a maintenance team leader. St George's continue to undertake 40 to 60 hours of work a month through their maintenance gang. Training day on lime pointing brick organised at Weaver's Cottages Kidderminster	4 active	19
29	H&W	Pool of church maintenance volunteers	not formalised but active	There are probably around 10 volunteers who do not have a strong affiliation with any one co-op but enjoy undertaking maintenance volunteer work	n/a	n/a