



Faith in Maintenance

Final Project Evaluation Report March 2007 – January 2012

Prepared for the Society for the Protection of Ancient Buildings by

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Contents

	Page Number
Summary	3
Introduction	4
Project aims	5
Project activities	5
Findings	6
Impact	19
Legacy	22
Benefits for heritage	23
Benefits for people	23
Lessons learned	23
Appendix 1: summary of data collection	25
Appendix 2: findings data charts	25

Summary

The Faith in Maintenance (FiM) project was an initiative of the Society for the Protection of Ancient Buildings (SPAB) and aimed to provide training and resources for volunteers who maintain places of worship. The project was funded primarily by the Heritage Lottery Fund and English Heritage from September 2006 to February 2012.

Based on evaluation evidence the Faith in Maintenance project can be judged to have been successful in meeting, and in some instances exceeding, its project aims and in delivering benefits for people and heritage. A significant number of volunteers from a range of faith organisations participated in the project: 4,585 people attended 150 training events; and 1160 individuals attended other events linked to the project including 12 workshops which attracted 230 young people. Training events were held throughout England and Wales. The project has earned an excellent reputation for the quality of its training and support materials.

Through their involvement in the project, participants have:

- increased understanding and confidence in inspecting and carrying out routine maintenance of places of worship with due regard to safe working practices;
- increased motivation and skills to carry out the inspection and maintenance of their place of worship;
- increased skills and confidence in assessing the significance of places of worship;
- enjoyed opportunities for networking with other volunteers;
- built productive relationships with decision makers in their faith organisations;
- increased the enjoyment of their volunteering.

The project has achieved positive benefits for heritage and is exerting a long-term impact on the maintenance of places of worship. Benefits to the heritage include:

- increased awareness among faith organisations of the maintenance needs of historic buildings;
- better skilled and motivated heritage volunteers;
- increased understanding in faith organisations of how to undertake their building stewardship responsibilities;
- more systematic informal inspections and routine maintenance of places of worship;
- faith communities now have access to increased resources to support building maintenance.

The project generated additional benefits by exerting its influence on other organisations, promoting greater awareness of good practice in maintenance.

Introduction

The Society for the Protection of Ancient Buildings (SPAB) commissioned *Oakmere Solutions Ltd.* to carry out external evaluation of the Faith in Maintenance project for the duration of the project (September 2006 – February 2012). Faith in Maintenance provided training and support resources for volunteers who maintain places of worship in England and Wales. The project was delivered by a team of three:

Project Director:	Sara Crofts (full time)
Project Administrator:	Kate Minnis (full time)
Technical Officer:	David John until June 2011 and Bruce Induni from June 2011 until the end of the project (one day per week)

The project team was supported by a Steering Group consisting of fourteen members with a variety of backgrounds in faith and heritage organisations. The Steering Group was chaired by David Lodge, an SPAB Guardian. The project budget was £863,900. The two main funders were the Heritage Lottery Fund (£565,000) and English Heritage (£125,000). Small grants were also received from a variety of other sources.

As the external evaluator *Oakmere Solutions Ltd.* provided external scrutiny, validation, and evaluation against the aims of the project, and made recommendations during the project for its development and legacy outcomes. To measure the success of Faith in Maintenance, *Oakmere Solutions Ltd.* evaluated achievements against project aims for the duration of the project. Evaluation used data gathered through quantitative and qualitative means including:

- project data gathered by the Faith in Maintenance team;
- pre and post-course questionnaires completed by participants recording their confidence levels, attitudes, current maintenance practice, and future intentions. Each of these questionnaires used a combination of structured and unstructured questions generating quantitative and qualitative data;
- follow up telephone interviews with a sample of course participants to explore the longer-term impact of the training day on them and the built heritage;
- interviews with stakeholders including: English Heritage; Diocesan Advisory Committee (DAC) Secretaries; Archdeacons and their equivalent from other faiths; tutors and teachers involved with the young people workshops.
- site visits which informed case studies of practice. Examples are available on the Faith in Maintenance website at www.spabfim.org.uk/pages/case_studies.html

This report provides a summary of evaluation carried out over the five years of the project. Detailed data sets to support the findings in this report are available at appendix 1 and 2.

Faith in Maintenance Project Aims

The agreed and specific aims of the project were:

1. Deliver a maintenance training course appropriate to the needs of volunteers who care for historic buildings used as places of worship in England and Wales;
2. Devise an effective support system in order to provide readily and freely accessible information across the range of media to assist volunteers in the care of the fabric of places of worship and their contents;
3. Reach as many and as diverse a range of volunteers as possible;
4. Raise awareness generally of the need for places of worship to receive regular, basic routine maintenance in order to save historic fabric and money;
5. Encourage greater understanding of the history and interest of historic places of worship and their importance and value to the sense of national identity and to their local and wider communities;
6. Enhance the skills expertise and personal development of volunteers and thereby to increase their interest and enjoyment of their duties and tasks and improve the quality of their volunteering experience; and
7. Promote the philosophy espoused by the Society for the Protection of Ancient Buildings with its emphasis on daily care, conservative repair and the use of traditional materials.

Project Activities

The project delivered a number of activities, products and services to address its aims:

- a standard **one-day training course** delivered in settings across England and Wales to places of worship volunteers. Attendance was free of charge;
- a **Faith in Maintenance handbook** (the Good Maintenance Guide) which included advice and tips on maintaining historic buildings. The handbook was provided free of charge to course attendees and was also available for purchase;
- a **maintenance calendar** provided free of charge to course attendees;
- a continually updated **website**;
- a telephone **helpline** for one-to-one technical advice and support and a dedicated email address for technical enquiries;
- a monthly **email bulletin**;
- a **DVD** on maintenance of places of worship (funded by the Dulverton Trust and the Pilgrim Trust);
- **talks and lectures** to encourage maintenance of places of worship;
- **workshops** designed to introduce young people to the maintenance of historic buildings.

Examples of these activities, products and services are available at <http://www.spabfim.org.uk/>

Findings

Project aim 1: Deliver a training course appropriate to the needs of volunteers who care for historic places of worship in England and Wales.

A model for a training day based on good practice in adult education and which sought to involve, inspire and empower participants, was devised and consulted upon. The model was rolled out with 150 training days delivered attracting 4,585 volunteers. The team reviewed content and delivered and adapted it after the first year of delivery in the light of evaluation and feedback, for example, including topics on energy awareness, and good practice in cleaning. The content continued to be updated and refreshed throughout the duration of the project in response to changing external circumstances and opportunities.

Training Day Model

The model devised by the project team had the following elements and characteristics:

- led and delivered by the FiM Project Director, with a local architect or historian suggested by the host organisation leading the session on '*The pattern of ecclesiastical building*';
- delivered in a place of worship local to participants;
- administration (marketing, bookings, and logistics) carried out in collaboration with local DAC secretaries or equivalent;
- teaching and learning activities were varied and facilitated hands-on experiential learning;
- the event was structured into two segments – the morning containing a mixture of illustrated inputs and the afternoon providing small group opportunities for participants to put what they had learned into practice by being 'building detectives'. A local architect or surveyor assisted with the practical session in the afternoon. This professional support was usually provided by an SPAB Scholar or Fellow or sometimes a member of the SPAB's Guardians Committee or one of the SPAB's lecturers;
- networking and social interaction opportunities were provided during breaks;
- pre and post-course questionnaires effectively captured evaluation data;
- participants were asked to record two actions they would take to put their learning into practice in their place of worship.

The training day was successful in meeting the needs and expectations of participants with 99% finding the course either 'very useful' or 'useful' (see chart 1).

"It was brilliant. The most effective piece of training offered to those who care for church buildings." *Interview with Archdeacon, Lincoln*

"Very interesting and enjoyable day. I learned a lot." *Post-course questionnaire from participant, Betchworth*

Participants valued having a well-planned educational experience expertly delivered by an empathetic leader who engaged and inspired them. The teaching and learning

approach succeeded in being reassuring, demystifying maintenance and engendering a 'can do' approach inspiring confidence in participants.

"It was easy to listen to and understand. A very well constructed course." Post-course questionnaire from participant, Ely

Participants arrived with high levels of awareness of the need to maintain church buildings and expected the training event to build their confidence by providing advice and information on how to carry out maintenance and how to work effectively with building professionals (see chart 2).

"I expect to get advice in helping to encourage the church to apply proper proactive inspections and maintenance schedules. Identify better financial planning, fundraising etc. How to better cover health and safety issues." Pre-course questionnaire from participant, Slimbridge

"I want to gain confidence in knowing what to look for in maintaining the building." Pre-course questionnaire from participant, Aston

The blend of practical and theoretical learning was particularly successful in meeting the needs of participants, many of whom cited a lack of confidence in their ability and experience to carry out maintenance.

"Moving from the theory of what to look for when inspecting your building, into practical application. Having experts on hand as we carried out the practical session taught us more and reassured us that we were noticing the right thing." Post-course questionnaire from participant, Chester-le-Street

"The speakers were excellent and so interesting. I really feel inspired. I do feel supported and now know who to call for advice." Post-course questionnaire from participant, Ely

"The mixture of input and practical activities went down very well." Interview with Archdeacon, Stoke-on-Trent

Participants valued the opportunity to work with and learn from each other, highlighting the isolated position in which many volunteers caring for church buildings find themselves:

"I enjoyed meeting other like minded people with similar and even different problems." Post-course questionnaire from participant, New West End Synagogue

"Knowing help is out there." Post-course questionnaire from participant, Betchworth

Building confidence and developing awareness of maintenance was a key design feature of the training day. To evaluate this aspect, participants assessed their confidence across the following five domains before and after attendance:

- identifying maintenance issues;
- taking action on maintenance problems;

- seeking professional advice;
- assessing health and safety risks;
- assessing the history and significance of the place of worship.

Evaluation shows an increase in confidence across all five domains following attendance at the training day amongst participants who already had some confidence in their ability. This group reported most change, and were able to move from being 'quite' to 'very' confident (see charts 3-7).

The training day appears to have been less successful in improving the confidence of those who reported being 'not confident' before the training day. Interview evaluation suggests that unconfident participants would welcome continuing post-course support to put their learning into practice alongside more experienced colleagues to build confidence. The two areas of most concern to participants who felt unconfident pre-course were in seeking professional advice and assessing health and safety risks (see charts 5 and 6). The most noticeable impacts on people who categorised themselves as unconfident were in the area of identifying and taking action on maintenance problems where the percentage of participants reporting that they were 'not confident' fell significantly (see charts 4a and b).

Following the training:

- 83% of participants felt 'very' or 'quite confident' in identifying and taking action on maintenance issues following attendance on the training day;
- 73% felt 'very' or 'quite confident' in seeking advice from architects or building surveyors;
- 66% felt 'very' or 'quite confident' in assessing health and safety risks;
- 79% felt 'very' or 'quite confident' in assessing historical significance of places of worship.

Many participants reported that they were 'concerned' and lacking confidence in carrying out their role. Many had not had handover guidance from previous post holders, and had not attended training. The FiM training day provided clarity and practical ways forward, resulting in increased confidence:

"I attended the event because I had not attended any courses since becoming a church warden. I wanted to check I was doing everything correctly." *Interview with Ely participant*

"Sara was very reassuring. I already feel more confident and less stressed." *Post-course questionnaire from participant, Ely*

"I feel more confident to do my job." *Interview with Slimbridge participant*

Discussions with participants and other stakeholders identified the efficient administration and good leadership of the project as a key aspect of its success. The Project Director and Administrator were regularly singled out for praise for their professionalism and skills in working within local structures to deliver effective training events. The Project Director's expertise and background in historic buildings together with excellent facilitation and networking skills built trust and promoted learning. Having the services of a highly skilled full time Administrator enabled the project to develop efficient booking mechanisms, clear and consistent data collection, and

excellent working relationships with hosts. The efficiency of the 'behind the scenes' operation enabled the training events to run smoothly and participants to enjoy the experience. It also facilitated a process of robust project evaluation that contributed both formative and summative outcomes that supported development within the project on a continuous basis.

In the 2008, the team developed on-line booking facilities, including enabling participants to complete pre-course questionnaires and monitoring information via the website. This resulted in a significant improvement in the percentage of participants who submitted this data (73% completing pre-course questionnaires in 2008 and 85% in 2011; 91% answering monitoring questions in 2008 and 96% in 2011).

Project aim 2: Devise an effective support system that provides readily and freely accessible information across the range of media.

During the life of the project the Faith in Maintenance team produced a **DVD, handbook (the Good Maintenance Guide), maintenance calendar, checklist, website** and **monthly e-mail bulletin** to provide continuing support for those involved in maintaining places of worship. Every participant received a copy of the Good Maintenance Guide and the Maintenance Calendar and other resources were promoted during the training day and available on the website. 99% of participants reported that they know where to get more help or guidance about maintenance after attending the training (see chart 8). Improved confidence amongst participants in being able to access further advice and guidance was also cited as a positive outcome of attendance on the course, this being particularly important in a context where many participants work as individuals or small groups and can feel unsupported.

Evaluation evidence suggests that Faith in Maintenance resources continue to be widely used by individuals who have participated in the training day. They are also used by those responsible for training other volunteers who look after places of worship and by other organisations that have an interest in historic building maintenance.

"The handbook shows what to look out for and I have used it in planning my annual inspections. I have used the checklist and have selected the bits appropriate to me." *Interview with Ely participant*

"The handbook is a great resource and so too the website." *Email from participants, Sheriff Hutton*

"I still use the calendar now to advise parishes on what they should be doing in my monthly newsletter, and the handbook is a great quick-reference guide for me." *Feedback from DAC Secretary, Leicester*

"...the handbook and DVD are excellent, and the website, with its information and links to other sites is a reference point for the sector." *Interview with English Heritage officer*

Feedback suggests that the website, **www.spabfim.org.uk**, enjoys an excellent reputation and is valued by participants in training and by organisations involved in the care of historic buildings. Comparing the same the six month period is 2007 and 2009,

visits to the website more than doubled from 3,403 to 7,794 (see chart 9). The monthly email bulletin service introduced in January 2008 is publicised on the website and at January 2012 had 590 subscribers.

“It is excellent to be able to point new churchwardens (and clergy) towards a reliable resource (the website) that covers what they need to know in a friendly and accessible way.” *Feedback from DAC Secretary, Oxford*

A technical helpline, providing advice on specific maintenance issues is valued by those that use it and its use has grown steadily over the duration of the project. However, it has been less frequently mentioned than other project resources and usage remains relatively low (see chart 10).

A DVD launched at the end of 2008 has proved to be a very popular resource. 30,000 copies were distributed to a range of recipients including all the Anglican dioceses in England and Wales; around half of the Roman Catholic dioceses in England and Wales; several United Reformed Church synods; several Methodist Church districts; the Baptist Union Corporation; a few Quaker monthly meetings; Jewish Heritage UK; English Heritage and the National Churches Trust. Interview data confirms that the DVDs are being used locally to support training of volunteers and others.

“We have recently received a copy of your Maintenance DVD, which I have to say is brilliant. So much so that we are arranging for PCCs of the three churches our vicar is the incumbent of to get together and watch it. We can identify with so much, but it is important that others see just how we can work together to put things right.” *Email from Slapton Holy Cross, Leighton Buzzard*

“The DVDs were brilliant and have been distributed when I have been going for talks on DAC to deaneries.” *Feedback from DAC Secretary, Wales.*

Combined, the resources produced by the project offer high quality, accessible support materials and tools that are valued by users and provide an important legacy for participants and the heritage sector.

Project aim 3: Reach as many and as diverse a range of volunteers as possible.

The Faith in Maintenance project had a target of reaching 5,000 volunteers from a range of faith organisations. This target was exceeded, with 5,745 people participating in the project – 4,585 attended FiM training events, 930 attended other events linked to the project and 230 young people attended 12 workshops.

Figure 1: number of training days and participants

Year	Number of courses	Number of participants
2007	18	660
2008	27	871
2009	31	1008
2010	33	926
2011	41	1120
TOTAL	150	4585

114 training days were hosted by Anglican dioceses, 13 by non-conformist groups, 5 by Roman Catholic organisations, and one by the Jewish community. Participants from a range of denominations attended a further 11 events and six events were run for volunteers from the Churches Conservation Trust.

In line with the project aims to reach communities across England Wales events were held as follows:

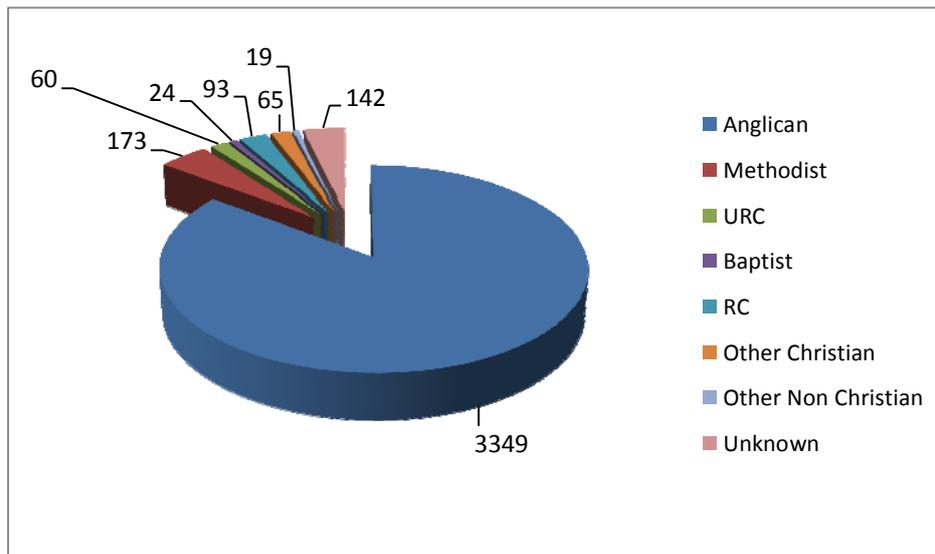
- London and the South East – 36
- South West – 23
- Midlands – 34
- East Anglia – 17
- North – 28
- Wales – 10
- Isle of Man – 2

Participants attending events broadly reflected the general demography of the places of worship volunteering community. Specifically 90% of participants were in the 50-65+ age range, 5% of participants were disabled and 98% were of white background (see chart 11).

Faith in Maintenance aspired to work with a wide range of faith organisations and to target young people. These areas presented the most challenge to the FiM team. Developing contacts and generating interest with these audiences required a considerable investment of time and resources. Trust had to be built and the team had to develop networks that were new to them.

Working with non-Anglican communities, the team found that organising events tailored specifically for their needs was most effective, customising content to reflect the typical characteristics of particular groups of faith buildings. 13% of Faith in Maintenance participants were from faith backgrounds other than Anglican. These participants found the training very helpful but the events were attended by lower than average numbers due to there being fewer churches in each area and therefore fewer volunteers. Interview data suggests that there were difficulties in ensuring that information about the events got to the right people even when communicated by the faith organisations themselves. There were similar issues within the Anglican community where contact databases were occasionally out-of-date or had not adequately tracked the turnover of volunteer churchwardens. During interviews views were expressed by some that faith groups may be suspicious of those offering support from outside their communities and this may act as a barrier to access.

Figure 2 Number of participants in training days by faith background



Similar challenges were experienced in delivering events for young people. The initial approach was to target activity at young people with an interest in heritage. Two workshops linked to 'the Big Draw' and 'Heritage Open Days' were planned but had to be cancelled due to a lack of interest. The next attempt was to try to engage with young people already linked to faith groups and a workshop was offered for those involved in Cathedral Camps. Although this workshop was moderately successful it became apparent that this approach was unlikely to generate sufficient take up and a decision was made to focus on young people who already had an interest in construction to raise awareness of the particular maintenance needs of historic places of worship. The benefit of this approach was that these young people are likely to go on to work in the construction industry and investing in them at this stage was likely to have a longer-term impact on maintenance practice.

Following some initial consultation with local authority advisors and tutors it became clear that in order to make a Faith in Maintenance training day appeal to young people and their tutors, the offer had to be:

- linked to the curriculum;
- organised and delivered by experts from Faith in Maintenance;
- delivered in partnership with schools and colleges;
- tailored to engage and enthuse participants;
- delivered locally.

The team contacted a number of consortia of schools and colleges offering the new Construction and the Built Environment (CBE) Diplomas inviting expressions of interest in holding a workshop during 2010 and 2011. The Faith in Maintenance Project Director developed a detailed workshop training plan linked to the outcomes of the CBE curriculum and piloted this through a workshop attended by students from one consortium early in 2010. Following this, a further nine workshops with other consortia were delivered. By the end of the project the team had reached an audience of 230 young people (see chart 12). This figure includes workshops run at a heritage skills event in Shropshire which attracted 60 young people.

Through working collaboratively with students and tutors, the project has raised awareness of the maintenance and conservation needs of historic buildings in general and of places of worship in particular, with a new generation of construction professionals. Interviews with tutors suggest that the events were very successful with participants being interested and empowered.

“...one of the highlights of the year. Some of the students have moved on to Level 3 construction courses and are still talking about it.” *Interview with course tutor*

Tutors report that the workshops were successful because they were clearly mapped to the students' curriculum, the tasks were relevant and practical, students were encouraged to look for themselves and see things in detail, and the day was well structured and paced. The good administration was valued, as was the benefit of having a female Project Director who provided a positive role model that challenged stereotypes. An additional benefit was that students could focus on the maintenance of traditional buildings rather than the usual course emphasis on modern construction. Learning in an historic building enabled young people to understand more about the building itself, its construction materials and techniques and the building's wider place in, and contribution to society. There is evidence that tutors and students are still using the support materials and there is interest in offering similar events to future students. The workshops have helped to raise awareness amongst construction staff of the resources of the Society for the Protection of Ancient Buildings and in building networks with the Society for future collaboration. Such collaboration will support the continued inclusion of the needs of heritage building in school and college construction training.

Project aim 4: Raise awareness of the need for regular and basic routine maintenance.

Project aim 7: Promote the Society for the Protection of Ancient Buildings philosophy - daily care conservative repair and the use of traditional materials.

These two project aims can be taken together to avoid duplication.

Pre-course feedback suggests that course participants arrived with good awareness of the importance of maintaining place of worship – all participants on training days believed that maintenance was either 'very' or 'quite' important. 83% of participants were able to say that they believed their place of worship was well maintained. Faith in Maintenance has reinforced current good practice and is helping volunteers to put in place effective inspection and regular maintenance regimes. The project has also helped to cement local relationships and inspire future action.

The Faith in Maintenance project has helped to support Archdeacons and Diocesan Advisory Committees (DACs) in their work by providing training and resource materials and through reinforcing the importance of caring for places of worship:

“Its good and necessary to encourage Archdeacons – the course did me good.”
Interview with Archdeacon, West Midlands

“It has been a great resource for me in starting out in the role of DAC Secretary to know that this provision was available, with the back-up, and has enabled me to offer something really positive and free to the parishes.” *Feedback from DAC Secretary, Peterborough*

It has helped to strengthen relationships between Diocesan Advisory Committees and their churchwardens.

“This day has brought the DAC members to life for me – they are all so helpful and approachable.” *Post-course feedback from participant, Hereford*

The project has also inspired additional local action. In Birmingham, two additional training meetings were organised by the Archdeacons for churchwardens linked to the Faith in Maintenance training days. The DAC secretary reported, “Churchwardens have really been galvanised into action by the course.” In Staffordshire, the Archdeacons worked as a group and successfully bid for two English Heritage places of worship support officers for the south and north of the diocese. Funding for the northern post was provided from Anglican, Baptists and Methodists communities. The support officers are currently (January 2012) planning to set up a gutter clearing operation in the near future (*Interview with Archdeacon, West Midlands*). As a result of attending a FiM course, one diocese asked a conservation architect to take two Parochial Church Councils around their respective churches to explain to them about the need for maintenance and what to look for. Through such actions, the message that maintenance is an issue for the whole PCC not just the churchwardens can be promoted.

The project has reinforced the importance of the quinquennial inspection process and promoted its role as a tool to support maintenance.

“Being able to use the quinquennial inspection as a tool for action has been an excellent outcome of attendance on the Faith in Maintenance training day.” *Interview with Conservation Officer, Methodist Church*

The project has also raised awareness of SPAB’s work and enhanced its reputation.

“... the view of SPAB has been changed for the good too, and that parishes have a more positive view of amenity societies generally because of the work you have done. There is nothing like face to face contact with people so that they can talk thorough the issues rather than being faced with a letter which may not be well received.” *Feedback from DAC Secretary, East of England.*

Responsibility for maintaining places of worship continues to rest with small groups of volunteers. The range of maintenance tasks carried out by volunteers is impressive (see chart 13), however the management of maintenance varied widely. In some settings, there were clear structures and processes in place. In others, arrangements are more ad hoc or non-existent. In this context, the Faith in Maintenance project has provided important access to training and on-going support.

In the majority of cases volunteers carry out tasks themselves, although only 3% of participants reported being responsible for all maintenance in their place of worship. Volunteers often have responsibility for organising contractors to carry out specialist tasks such as electrical safety checks and structural repairs. Participants were often unsure of how to do this or how to work effectively with architects and surveyors. The

project has been successful in helping empower individuals to question and challenge in order to get best value for their place of worship when working with building professionals:

“We had got nothing from our previous architect and so after attending the course, we appointed a new surveyor who is interested in historic buildings and he has produced a thorough report and analysis of what needs to be done with the building, including a schedule of works in priority order.” *Case study interview with participant, Dunmow*

Not all volunteers who help maintain places of worship come from a faith community. Interviews with participants suggest that some are being proactive in recruiting community members, such as a participant from Leicester who would “...arrange a team to do an annual clean up and have a fish and chip lunch.” One Archdeacon felt that providing opportunities for men in rural communities to socialise around carrying out practical tasks were important and he had seen positive benefits for individuals. Faith in Maintenance has reinforced the importance of reaching out to the wider community and including social elements to increase volunteer enjoyment and build local relationships. As such, the project is encouraging action that will promote social cohesion and build social capital:

“Small church – small community – small congregation – but lots of people involved – big team of mowers for instance and one chap who has offered to help me sort out the financial management – who do not necessarily come to church and not directly from the core of the church.” *Case study interview with participant, Goldhanger*

The project placed a particular emphasis on good record keeping and at the end of the training day 98% of participants said they would ‘make more use of’ or ‘start to use’ a log book (see chart 18). Good advice on record keeping will continue to be available on the FiM website. Greater use of logbooks and other record keeping is likely to result in more consistent long term care of buildings. All interviewees felt that attending the course had improved the way they maintained their building and they were using course resources to be more systematic:

“By using the plan from the handbook.” *Interview with Ely participant*

“I am now anxious to start, however late, a logbook for the church, having always assumed that the architect’s quinquennial report would be a sufficient record, without understanding that the report in itself was merely a record of what needed to be done not what was done!” *Post course questionnaire from participant, Hinckley*

“I was given a checklist which I now pass on and is used by others. I am aware of the need for regular maintenance.” *Interview with Slimbridge participant*

In the post-course questionnaires, participants were asked to respond to a number of statements about their learning and their likely behaviours following the course. 99% ‘strongly agreed’ or ‘tended to agree’ that they were more motivated to care for their place of worship after attending the course. 99.5% stated that they would ensure an annual maintenance inspection is carried out (see chart 16). Follow up interviews undertaken by the external evaluator have established that participants do carry out

their intentions and have put the knowledge and skills developed during the training day into practice:

“Inspired by the course, I checked today the gullies to our soakaways and removed a great deal of silt that stopped them working properly.” *Email from participant, Wingerworth*

“Two of us went on the course two years ago and have implemented a programme of care at our church. We organise a working party three or four times a year and find regular inspections of the building and grounds inform our working parties most productively.” *Post-course questionnaire from participant, Stafford*

“I am implementing a regular schedule of inspections and I am trying to keep on top of problems before they become major problems.” *Interview with Dewsbury participant*

Attending the course has raised awareness of how to be more organised in carrying out maintenance and setting up regular inspections. In many cases, these messages are being spread to other volunteers enabling the conservation messages to reach a wider audience.

“I had concerns that this was going to go over my head but came away with some clear messages and practical checklists that will greatly help me both in my role as warden of my own parish church and in my half-time employment running the office and liaising with the wardens of my neighbouring (larger and more historic) parish.” *Email feedback from participant, West Chiltington*

“The course opened up a lot of avenues and thought processes to help take us forward. We have set up policies and procedures so if we are not around someone else can pick it up. We have identified our priorities, what we have got to do, what can wait and what we have got to fund raise for – all that was influenced by the course.” *Case study interview with participant, Tiptree*

The course is reaching volunteers who have wide-ranging roles in parish life and whether or not they are involved in maintenance, the course is helping them carry out their duties:

“I do not have the primary responsibility for the building but I am involved in the finance committee and I have to approve the spends as part of my job and I now feel better armed to make those decisions.” *Interview with Cambridge participant*

It is apparent that participants are using what they have learned to question how inspection and maintenance is organised and delivered in their parish and coming up with new solutions including some wide ranging re-structuring of parish committees:

“...(we started a) Working Plan a year ago as a result of setting up a fabric committee, we advertise it and 20-30 people turn up and tidy up the flowerbeds, paint lines etc. Has the fabric committee had a big effect on maintenance – yes it has, it has pioneered a view that people with commitment and skills can have a big impact on church life – we now have a social committee, one looking at worship, a management committee to run the extension on a quasi-business

basis. Committee structure has made a difference and is welcomed by the clergy.” *Case study interview with participant, Tiptree*

Participants also reported changes in their general behaviours including being more maintenance aware and proactive in gaining new skills.

“I have been on a dry stone walling course which may be put into use on our boundary wall.” *Interview with participant Dewsbury Minster*

Project aim 5: Encourage greater understanding of the history of historic places of worship.

The training day placed emphasis on the importance of establishing the significance to the local community of historic buildings and their environs before making decisions on any maintenance programme. While participants joined the course with high levels of confidence in their ability to assess the history and significance, 17% ‘very confident’ and 61% ‘quite confident’, (see chart 7), the training has enabled people to build confidence still further with 74% feeling ‘very confident’ after attendance. In follow up interviews with the external evaluator participants stated that their understanding of historic buildings had increased. For example:

“...the course gave me a better understanding of not just the history but the actual materials used in a building and how it can be maintained properly.”
Interview with Wellesbourne participant

One participant took her interest further and is now working for the National Trust:

“...(the course) has made me see things through different eyes.” *Interview with Wellesbourne participant*

Project aim 6: Enhance the skills, expertise and personal development of volunteers.

The Faith in Maintenance project has been successful in achieving this aim with 80% of interviewees reporting that attending the course had provided personal development and made them a better volunteer:

“My actions are better directed. I feel more likely to do the right thing.”
Interview with Risca participant

“It has made me get on and do things I didn’t know how to before as there was no proper handover or guidance from previous churchwardens.” *Interview with Ely participant*

The training days attracted very high levels of participant satisfaction with 99% saying they ‘got what they wanted from attending the course’. There were many instances of unsolicited thanks for the quality of the experience. Feedback suggests that attending

the course has long-term personal impacts on volunteers who use the skills, knowledge and confidence gained to deliver improved benefits for their parishes:

“I gained confidence and competence through the SPAB course to think further about refurbishing the toilets to comply with DDA. We wanted to refurbish these but now had the confidence to challenge original quotes. I was able to project manage this and bring in skilled labourers in the parish to do the work for £5,000, saving £15,000.” *Case study interview with participant, Tiptree*

“I have written up a complete health and safety manual which is being circulated to PCC members for comment.” *Interview with participant, Ely*

The isolated nature of the work that volunteers carry out is apparent in the importance ascribed to the social aspect of the training day as well as the opportunity to learn and share practice:

“It was great to meet other churchwardens and get to know each other.” *Post-course questionnaire from participant, Ely*

Participants reported increased understanding and confidence in their ability to carry out their stewardship tasks (see charts 16-18). Many recognised the value in implementing what they had learned on the course both to benefit their church buildings and to ensure good management of scarce resources:

“A real eye opener; churches would save a lot of money if more people attended this.” *Email from participant, Higham Ferrers*

Impact of the Faith in Maintenance project

Longitudinal external evaluation provides evidence that Faith in Maintenance has had a positive impact on individuals and organisations that have encountered its products and services (charts 14-17). It supports the impact assessment carried out in 2011¹, which found that:

- Faith in Maintenance is making a difference in participants' confidence in maintenance tasks and an increase in the time that they are taking in preventative maintenance work;
- Faith in Maintenance has a reputation for delivering high quality training and information;
- Faith in Maintenance is seen by participants as having a key role in facilitating networking and information sharing, case study dissemination and advice through on line mechanisms to its alumni.

In addition external evaluation has found evidence for the Faith in Maintenance project's impact across a wide sphere of organisations in the historic building and cultural heritage sector. The reach of the project's influence is expressed in the following diagram:

Figure 3: Impact of Faith in Maintenance



¹ http://www.spabfim.org.uk/data/files/pages/fim_impact_research_report.pdf

Evaluation findings also provide evidence for significant and sustainable impact on volunteers, on buildings, on faith organisations and on young people who are the next generation building contractors. In addition, evaluation found that Faith in Maintenance has exerted an influence on the following:

- **English Heritage:** Faith in Maintenance staff were involved in the *Inspired!* campaign. This campaign was launched in May 2006 with the aim of making a case to Government for more support for those who manage and maintain historic places of worship. The outcome of the campaign was the funding of 25 Support Officers to work with Anglican dioceses and other organisations. These Support Officers are continuing some of the training and promoting the use of resources developed and provided by Faith in Maintenance. All those who receive a fabric repair grant from the joint English Heritage and Heritage Lottery Fund 'Repair Grants for Places of Worship' scheme were encouraged to attend a Faith in Maintenance training course;
- **Church of England:** Diocesan staff are using Faith in Maintenance resources to offer further training and are developing 'gutter clear' schemes. Presentations at DAC conferences have usefully promoted the benefits of maintenance. Links to the Faith in Maintenance website are included in the ChurchCare website. Articles about Faith in Maintenance and promoting the project resources have appeared in a number of diocesan newsletters;
- **Church in Wales:** The Faith in Maintenance team provided guidance to the project officer of the new HLF funded '*Taking Forward our Church Heritage*' project that is currently delivering training for volunteers at church buildings across Wales;
- **Architects, surveyors and other building professionals:** 54 building professionals have assisted with the delivery of Faith in Maintenance training days. Two workshops were delivered to the Cumbria Church Architects and Surveyors Network;
- **Society for the Protection of Ancient Buildings:** The SPAB has developed new networks and reinforced the importance of its support for ecclesiastical buildings. The lessons learned from running a project of this scale and complexity are also being used to shape the strategic development and day-to-day operational running of the organisation. The Society has submitted a new project proposal to the HLF to continue the legacy of Faith in Maintenance;
- **Churches Conservation Trust:** Training has been provided to 88 volunteers and staff who will be able to implement their learning across the Trust's 341 churches;
- **Europa Nostra:** Faith in Maintenance won a *European Union Prize for Cultural Heritage / Europa Nostra Award* in the Education, Training and Awareness-raising Category in 2010 and was invited to join the prestigious *Best in Heritage Excellence Club* in 2011. The project was judged to offer an "*inspirational model for many similar projects.*" Project staff were invited to give presentations about the project to the Europa Nostra Congress in Istanbul, Turkey and at the Best in Heritage event in Dubrovnik, Croatia;
- **National Churches Trust:** The NCT has publicised the work of Faith in Maintenance and provides copies of the FiM DVD to all their grantees. The NCT also encourages grantees to prepare inspection checklists and maintenance plans using the Faith in Maintenance resources. The project team has also worked closely with the Churches Trust for Cumbria and given advice on a number of their initiatives.

In addition:

- **Heritage Lottery Fund:** The Faith in Maintenance project website is listed under 'useful resources' in the HLF's "Management and maintenance planning" guidance note published in November 2008. The Faith in Maintenance project also featured in the Winter 2011 edition (Issue 5) of the HLF's "*Heritage Focus*" publication;
- **Media:** Articles by Sara Crofts have been published in '*Maintenance & Equipment News for Churches and Schools*' (Spring 2009 Volume 51 Number 1), English Heritage's '*Conservation Bulletin*' (Summer 2009 Issue 61) and '*Historic Churches 2008*' (an annual report published by the Building Conservation Directory). Sara Crofts has also given a number of radio interviews about maintenance and the FiM project.

Legacy

Following project evaluation and building on the achievements and experiences of Faith in Maintenance, the following services and activities will continue:

Maintenance Co-operative Movement

From evaluation and feedback it is apparent that participants valued meeting other volunteers at the training days. Participants regularly commented that they would welcome on-going support to help them care for their places of worship and would like to acquire further skills that might help them in this task. With this in mind the SPAB is currently developing a proposal to establish and run a series of 'local maintenance co-operatives' across England. The co-operatives will bring together a group of volunteers in a local area and support them to tackle together the challenges of caring for historic places of worship. The SPAB has submitted an application for funding for the new project – the Maintenance Co-operative Movement – to the Heritage Lottery Fund with a decision due at the end of January 2012. Further details are available in a project summary available at http://www.spabfim.org.uk/pages/new_project.html.

Continuation of Faith in Maintenance Courses

A small number of Faith in Maintenance courses will continue to be run on an ad hoc basis by the SPAB. These will be delivered at a cost to host groups of approximately £1,000 for a group of up to 20 participants. At present there are courses planned for the Diocese of Ely and the Diocese of Norwich. The East Yorkshire Historic Churches Trust is also planning to host two courses in 2012, which will be funded by a grant from the LEADER programme. It was possible that other groups might be able to find similar grant funding to run courses in their areas in the future.

Final Reports

Project summaries (including this evaluation report) will disseminate outcomes to a variety of different audiences including heritage professionals, staff in faith organisations, external stakeholders, amenity societies, the county churches trusts, and others. These reports will be distributed early in 2012 and will be available through the project website at <http://www.spabfim.org.uk/pages/evaluation.html>.

'Training the Trainers'

A number of the English Heritage part-funded Support Officers have expressed interest in being trained to deliver courses on building maintenance in their dioceses. Sara Crofts has been invited to speak to a meeting of the support officers to be held at the English Heritage offices in London in April 2012 to discuss this idea further.

Online Resources

The SPAB will continue to support the Faith in Maintenance website (<http://www.spabfim.org.uk/>) and will ensure that the advice pages are kept up to date as new policies and guidance etc. is issued. The monthly e-bulletin will also continue to operate for the foreseeable future.

Faith in Maintenance Calendars

The SPAB has instigated a new print run of the popular maintenance calendar so that these can be made available to organisations that give grants to historic places of worship. The calendars will be provided to the National Churches Trust, the county

churches trusts and others so that they can be sent to any place of worship receiving a grant for repairs.

FiM in Scotland

The SPAB is considering the possibility of extending the Faith in Maintenance project model to Scotland and discussions are under way with the Scottish Episcopal Church, the Church of Scotland and Historic Scotland. A pilot Scottish Faith in Maintenance course is planned to take place in Edinburgh in March 2012.

Benefits for heritage

External evaluation has concluded that the project was delivering benefits for the heritage that include:

- increased awareness among faith organisations of the maintenance needs of historic buildings;
- better skilled and motivated heritage volunteers;
- an increased understanding within faith organisations of how to carry out building stewardship responsibilities;
- places of worship now have more systematic inspections and routine maintenance;
- faith communities have access to increased resources to support building maintenance.

Benefits for participants

External evaluation has concluded that the project has been successful in achieving the following benefits for participants:

- increased understanding and confidence in inspecting and carrying out routine maintenance of places of worship with due regard to safe working practices;
- increased motivation and skills to carry out informal inspection and maintain their place of worship;
- Increased skills and confidence in assessing the significance of places of worship;
- provision of new opportunities for networking with other volunteers;
- building relationships between volunteers and decision makers in faith organisations;
- increased enjoyment of their volunteering.

Lessons learned

A number of lessons have been learned in the process of designing and delivering this successful project. In summary these are:

- have adequate administrative support to ensure that project events are efficiently organised. This is important in building a good reputation for the project;
- develop robust networks of contacts that can be drawn upon to deliver the training and help with other aspects of the project;

- ensure that there is support for the project across a wide range of organisations by bringing key personnel together in a project steering group;
- develop systematic ways of gathering data on participants, ideally on-line, early in the project to support robust formative and summative evaluation;
- develop a systematic process, ideally on-line, for gathering and reviewing feedback from participants;
- regularly update and review the project materials and website to keep content relevant and topical;
- form collaborative partnerships with schools and colleges when working with young people;.
- tailor young peoples' workshops to meet specific curriculum needs;
- make sure training events have a mixture of activities. For example: input from trusted professionals who can provide local examples, hands on activities, time for questions, social and networking time;
- ensure that there is sufficient flexibility in the project structure to allow staff to respond to opportunities that arise in the wider heritage sector;
- developing networks to reach new audiences is time consuming but worthwhile. Identifying a set of key contacts can help. Allow sufficient time to build trust and tailor activities to meet specific needs. Be prepared to be persistent.

Appendix 1

The following data informed the production of this report:

- Analysis of data from 3,284 pre and post course questionnaires completed by participants;
- Interviews with 40 participants;
- Interviews with eight stakeholders;
- Observation of a training day;
- Visits and discussions with volunteers on three sites.

Appendix 2

Chart 1: Participant views of the training day

Number of responses	How useful did you find today's training			
	Very useful	Useful	Limited use	Not useful
3224	2668	535	21	0
Percentage	83%	16.4%	0.6%	0

Chart 2: Participant Expectations of attendance at the training day

Topic	Number of responses	% of total responses (rounded)
Advice and tips on maintenance	116	56%
General access to information	22	11%
Knowing where to get further advice	22	11%
Increased understanding of legal, health and safety or other requirements for example from English Heritage/the DAC	13	6%
Working with specialists	7	3%
Increased confidence	6	3%
Advice on role (as churchwarden etc)	6	3%
To learn from others	5	3%
Find out about general architectural features of historic places of worship and how to preserve them	4	2%
Advice on grants and funding	3	1%
How to be an advocate for the building and its upkeep	3	1%
TOTAL	207	100%

Chart 3a: Participant confidence in identifying maintenance issues (pre course)

Number of responses	How confident do you feel in identifying maintenance issues or problems in your building?		
	Very confident	Quite confident	Not confident
3268	448	1970	850
Percentage	14%	60%	26%

Chart 3b: Participant confidence in identifying maintenance issues (post course)

Number of responses	How confident do you feel in identifying maintenance issues or problems in your building?		
	Very confident	Quite confident	Not confident
3234	2823	125	286
Percentage	87%	4%	9%

Chart 4a: Participant confidence in taking action on maintenance problems (pre course)

Number of responses	How confident do you feel in knowing what to do about maintenance problems when you find them?		
	Very confident	Quite confident	Not confident
3269	534	1739	996
Percentage	16%	53%	31%

Chart 4b: Participant confidence in taking action on maintenance problems (post course)

Number of responses	How confident do you feel in knowing what to do about maintenance problems when you find them?		
	Very confident	Quite confident	Not confident
3231	2572	135	524
Percentage	80%	3%	16%

Chart 5a: Participant confidence in seeking professional advice (pre course)

Number of responses	How confident do you feel in seeking advice from architects or building surveyors?		
	Very confident	Quite confident	Not confident
3167	906	1612	649
Percentage	29%	51%	20%

Chart 5b: Participant confidence in seeking professional advice (post course)

Number of responses	How confident do you feel in seeking advice from architects or building surveyors?		
	Very confident	Quite confident	Not confident
3218	2217	116	885
Percentage	69%	4%	27%

Chart 6a: Participant confidence in assessing health and safety risks (pre course)

Number of responses	How confident do you feel in assessing health and safety risks?		
	Very confident	Quite confident	Not confident
2495	415	1471	609
Percentage	17%	59%	24%

Chart 6b: Participant confidence in assessing health and safety risks (post course)

Number of responses	How confident do you feel in assessing health and safety risks?		
	Very confident	Quite confident	Not confident
2471	1492	151	828
Percentage	61%	6%	33%

Chart 7a: Participant confidence in assessing the history and significance of places of worship (pre course)

Number of responses	How confident do you feel in assessing the history and significance of your place of worship?		
	Very confident	Quite confident	Not confident
3263	547	2008	708
Percentage	18%	61%	21%

Chart 7b: Participant confidence in assessing the history and significance of places of worship (post course)

Number of responses	How confident do you feel in assessing the history and significance of your place of worship?		
	Very confident	Quite confident	Not confident
3224	2379	149	696
Percentage	74%	5%	21%

Chart 8: Knowing where to get help or guidance

Number of responses	I know where to get more help or guidance about maintenance after this course.			
	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
927	562	359	5	1
Percentage	61%	38.5%	.5%	0%

Chart 9: Faith in Maintenance website usage

	1 July 2007 to 31 December 2007	1 July 2009 to 31 December 2009
Visits	3,403	7,794
Total page views	14,604	24,120
Average page views	4.29	3.09
Average time on site	3.32	2.17

Chart 10: Enquiries to the technical helpline

	2007	2008	2009	2010	2011
Number of enquiries	9	16	20	33	35

Chart 11: Participants on training days by age, disability and ethnicity (2008-2011)

Age	Number	Percentage
13-25	8	<1%
26-49	278	10%
50-64	1224	43%
65+	1350	47%
Disability	Number	Percentage
Yes	138	5%
No	2667	95%
Ethnic Group	Number	Percentage
Asian or Asian British	3	.1%
Black or Black British	27	.9%
Chinese	2	.03%
Mixed	10	.3%
White	2757	98%
Any other background	4	.1%

Chart 12: Workshops for young people

Workshop	Number of young people
Cambridge	12
Somerset	11
Surrey	15
South Downs	8
Dorset	17
Newcastle	10
Shropshire	60
Gloucestershire	10
Bristol	36
Cambridge	35
Gloucestershire	9
Tewkesbury	7
TOTAL	230

Chart 13: Maintenance tasks carried out by volunteers

Maintenance tasks carried out by volunteers	Number of times mentioned	% of mentions (rounded)
Cleaning gutters, gulleys and down pipes	92	18%
Grounds maintenance including weeding, grass cutting, clearing ivy from walls and checking gravestones.	75	15%
Monitoring and inspection of the building and grounds including gas and electric safety checks and lightening conductor checks	59	11%
Cleaning inc. windows, removing graffiti	48	9%
Painting and decorating (including fences, interior and exterior windows and walls)	38	7%
Minor repairs	37	7%
Changing light bulbs	24	5%
General clearing and tidying up including sweeping, weeding and cleaning paths	13	2%
All aspects of maintenance	13	2%
Heating maintenance inc. annual boiler check	13	2%
Carpentry and woodwork including windows, pews memorial plaques and notice boards	12	2%
Organising repair and maintenance	11	2%
Maintaining fire extinguishers and alarms	11	2%
Clearing drains	10	2%
Repairing roofs and paving	10	2%
Maintaining bell tower, bells, stays, flagpole	8	2%
Oiling door and window locks	7	2%
Plumbing including changing washers, maintenance of toilets and kitchens	6	1%
Window and wall repair	6	1%
Minor electric work	5	<1%
Routine dry rot/woodworm treatment	4	<1%
Clock maintenance	4	<1%
Pest control inc. bird and bat droppings	3	<1%
Plasterwork repair	1	<1%
Maintaining sound system	1	<1%
TOTAL	511	100%

Chart 14: Participant learning

Number of responses	I have learned something that I will definitely use in maintaining my place of worship.			
	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
744	525	218	1	0
Percentage	71%	29%	0%	0%

Chart 15: Participant motivation post course

Number of responses	I feel more motivated to maintain my place of worship.			
	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
743	440	296	7	0
Percentage	59%	40%	1%	0%

Chart 16: Participant maintenance intentions post course

Number of responses	I will ensure that an annual maintenance inspection of my place of worship is carried out.			
	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
739	522	213	4	0
Percentage	70.5%	29%	0.5%	0%

Chart 17: Participant intentions about clearing rainwater goods post course

Number of responses	I will ensure that the rainwater goods are cleared of debris at least once each year			
	Strongly agree	Tend to agree	Tend to disagree	Strongly disagree
739	581	157	1	0
Percentage	79%	21%	0%	0%

Chart 18: Participant intentions about using logbooks post course

Number of responses	Will you make more use of your logbook or will you start to use a logbook if you don't already	
	Yes	No
719	707	12
Percentage	98%	2%

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