

ST MARY'S CHURCH TOWER PROJECT

Business Plan – March 2022

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Executive Summary

The Collegiate Church of St Mary has been serving the people of Warwick for nearly 900 years. Alongside its role as a place of worship, it hosts civic events, school visits, concerts and lectures and is the only significant tourist attraction which is free to visit. It is a place where all residents can find respite from hectic everyday life, and where in times of national mourning or celebration, people of all faiths and none very often turn.



St Mary's landmark tower, destroyed in the Great Fire of Warwick in 1694 and rebuilt in 1704, is over 130ft (40m) high. Visible from every direction, for centuries it has been the focal point for travellers approaching Warwick and offers spectacular views of the surrounding Warwickshire countryside. Yet this tower is in urgent need of repair and restoration. It is now listed by Warwick District Council as Potentially Dangerous under Section 77 of the Building Act 1984. This is clearly a major health and safety

concern for church and townspeople alike and St Mary's PCC with its architect has identified a contractor through tender to complete the necessary repairs and restoration. We aim to begin work as soon as possible in the Summer of 2022, once sufficient funds have been raised and complete it the following Summer. This business plan sets out a range of marketing and business development plans, which will support this aim.

1. Introduction/overview

1.1 Brief history / background:

In his book, *England's Thousand Best Churches* Simon Jenkins writes:

"Warwick church rises over the roofs of the old town, higher even than the castle." Of the tower, he writes, "It projects from the west front, rising sheer from the pavement above an open arch. The composition forms a magnificent climax to views from all over the town."

Thanks to its long association with the Earls of Warwick, it is a treasure house of medieval and Tudor art. The church resonates with extraordinary names from history. It houses the tombs of men who were at Poitiers and Crécy and who advised and served the Black Prince and the Tudor monarchs – Beauchamp, Greville, Dudley – and their wives and children.

St Mary's landmark tower, destroyed in the Great Fire of Warwick in 1694 and rebuilt in 1704, is over 130ft (40m) high. Visible from every direction, for centuries it has been the focal point for travellers approaching Warwick. The tower offers spectacular views of the surrounding Warwickshire countryside. It houses a ring of ten bells, three of them dating from the original casting of 1701. Every three hours, on the hour, the bells are played as a carillon and each day of the week has its own tune.

Just above the balustrade, the tower features an inscribed Latin text; it begins on the north face and, where it stops in mid-sentence, a hand engraved in the stone directs the

reader around the corner to the continuation on the west face. In due course another hand points round to the south face, where the inscription ends. The text reads:

"St Mary's Collegiate Church was first established by Roger de Newburgh, Earl of Warwick, in the time of King Stephen; then, under Thomas Beauchamp, Earl of Warwick, ..." "... in the year 1394 it was completely rebuilt, and on the 5th of September 1694 it was reduced to ruins by an amazing fire that spared nothing in its path..." "...The new church was built by charity, public to begin with, royal in the later stages, and was completed, under the happy auspices of Queen Anne, in the memorable year of 1704."

A later inscription in the archway under the Tower reads:

"This tower was restored in 1885 A.D. There being no funds available to finance the work, Louisa Ann Ryland generously provided the necessary means."

The 18th century nave, built with the tower after the destruction of the 1694 fire, is elegant, restrained, high-roofed and light. To one side is the Chapel of the Royal Warwickshire Regiment, hung with the regimental colors. The nave also houses the memorial to its 11,454 members who fell in the 1914-18 war and the organ which is suspended over the West door in a magnificent 18th century case. The width and high ceilings of the nave at St Mary's create a glorious acoustic for musical performances of all kinds.

Nine Centuries of Music at St Mary's:

Since the first choir was founded in 1123, music has filled this magnificent church; from Gregorian plain chant, Mediaeval and Renaissance polyphony through to the modern day, St Mary's has played host to an uninterrupted nine centuries of glorious music. Choral



singing is one of Britain's richest traditions and a vibrant, living heritage which is often the preserve of our great cathedrals. The professionally directed choirs of St Mary's can rival those of many cathedrals; they transform and inspire worship and enrich the community of Warwick. The English choral tradition remains central to music at St Mary's and today's flourishing choirs enjoy an international reputation.

Enhanced and assisted by its generous acoustic, St Mary's Church is a popular venue for a range of high-quality concerts and other events, welcoming performers from across the UK and the world, attracting audiences from far and wide, well beyond its local catchment and congregation.

Community:

To enhance its appeal as a community venue for diverse projects, St Mary's has made several recent investments; modern and flexible seating, a scalable and adaptable sound system and "in-church" hospitality facilities.

The pivotal and varied role St Mary's plays in the life of the community is illustrated by some statistics from 2019:

- Average Sunday attendances of 170 adults and 28 children
- A 600-strong congregation for Remembrance Sunday (both inside and outside the church)
- 8 weddings, 1 blessing, 12 baptisms or thanksgivings and 9 funerals
- A combined congregation of 1,310 people across our three Carol Services

- 1,400 people attending Midnight Mass or Christmas Day services
- 6,000 visitors climbing to the top of the tower
- Hosting a variety of "in-house" events, such as the VE75 dinner held in 2021 for 120 people
- Two highly successful live performances of The Snowman; full capacity of 600 people
- Fortnightly lunchtime recitals, with an average of 35 people attending
- Victorian Evening event and Christmas Tree Festival
- 7 school services and visits
- 34 concerts; mix of amateur and professional, choral, and instrumental
- BBC Television Easter Day service

1.2 Current position:

The pandemic has had a severe impact on worship and the commercial operation of St Mary's; whilst services have continued for streamed transmission to the congregation online, lockdowns and the subsequent closure of the church, meant a dramatic drop in commercial income. The loss of casual footfall meant donation boxes in church remained empty. The church estimates the impact of Covid on its income to be a loss of approximately £60,000 between April 2020 and June 2021. As a result, St Mary's was forced to lay off several paid reception staff who welcomed visitors. The church and facilities remain closed, although St Mary's is open for services.

1.3 Aims & objectives:

We aim to keep St Mary's church in good repair, to enable its welcome to and service of the people of Warwick and visitors.

- Future sustainability: The pandemic-enforced closures which resulted in the loss of significant commercial income and the redundancies of our entire Visitor Team make it impossible for us to reopen for visitors. More specifically, this means that we have been unable to earn ticket income from people climbing the tower. The sooner the restoration is complete, and the church can reopen, the sooner St Mary's can resume generating commercial income and move towards a sustainable business model
- A church building that is in a good state of repair: Care of the building entrusted to us is essential both for aesthetic reasons and for public safety
- A range of different ways that the people of Warwick can enjoy the heritage encompassed by the church and activities put on or promoted by the church: These include activities and interpretation of the history of the church, services of worship, occasional offices such as funerals, baptisms and weddings, civic events, concerts, performances, lectures and talks, social outreach for the public benefit of the people of Warwick.

1.4 Planned development:

Our plans include a range of initiatives including:

- A more sustainable way of keeping the church open, through recruitment, management, and deployment of volunteers

- A programme of events to celebrate the 900th anniversary of the foundation of the church
- Repairs, the most pressing of which is the repair of the landmark tower

1.5 Management / governance and organisation:

St Mary's Church operates as a member of a Team Ministry together with St Nicholas', St Paul's, and All Saints' Emscote and in conjunction with St Michael's Budbrooke & Chase Meadow. The Warwick Team Ministry is part of the Warwick and Leamington Deanery in the Church of England Diocese of Coventry.

The method of appointment of Parochial Church Council (PCC) members is set out in the Church Representation Rules and the membership consists of the incumbent (our Rector), churchwardens and other members elected by congregation members who are on the Electoral Roll of the church. All those who attend our services are encouraged to register on the Electoral Roll and stand for election to the PCC. In addition, any Deanery Synod Representatives are automatically members of the PCC. The PCC is responsible for making decisions on all matters of general concern and importance to the parish. While our operations manager oversees the day-to-day running of the material side of church life, it is the PCC that determines general policy and decides how the funds of the PCC are to be spent.

The PCC operates several sub-committees to deal with individual aspects of parish life. These sub-committees include a Standing Committee to manage day-to-day fabric and finance matters, and committees looking at items such as Ministry, Safeguarding and Pastoral Care. In October 2021, we also formed a Project Team to oversee the tower works, including delivery and fundraising; this is chaired by John Edwards. All sub-committees regularly report back to the PCC with minutes or reports of their deliberations and decisions, and these are then discussed and reviewed by the full PCC as necessary. In addition, the PCC has responsibilities for managing policies and risks related to Health and Safety, Safeguarding, Employment Regulations and Discrimination.

All these areas are reviewed regularly, policies updated, and training put in place for key staff. The PCC reviews pay and remuneration for all employees on an annual basis, considering the annual rate of inflation, the prevalent minimum and living wage levels and any changes in job description and responsibility.

2. Project Proposal

This business plan is to apply for a Warwick District Council (WDC) grant of £100,000 split over the next two financial years: £50,000 in 2022/23 and £50,000 in 2023/24.

2.1 Description of project:

- a) The Tower: The scope of the works covers the full tower elevations of all four external walls including the reveals and internal roof parapet, stair turret and the underside/inside of the base of the tower. Much of the exterior stonework is eroded and historic carved detail is being lost.

In practical terms the restoration work includes re-pointing, pointing, repairing and,

in some instances, replacing the eroded stonework. It will make the tower secure and protect the original masonry for the future. It is vital to preserve all the original stonework now whilst it can still be conserved.

The church is generally constructed of Triassic Bromstone sandstone, a local stone that is no longer quarried. This porous stone will be conserved, or replaced where appropriate, with cream Hollington from Staffordshire Stone (UK) Ltd with exposed details in Darney from Hutton Stone Co Ltd.

- b) Clock Faces: The stone cherub above the east tower clockface will be repaired and refixed and all four clock faces will be cleaned and repainted.
- c) Heraldic Shields: All 12 painted stone heraldic shields at the top of the tower will be taken down, repaired, cleaned, redecorated to match the original colour schemes and refixed. It is anticipated that four heraldic shields will be replaced entirely with new shields carved in stone to match the original.
- d) Other repair and restoration works will be carried out to the shutters and windows, weathervanes, tower roof door, railings, and the entrance ceiling at the church entrance at the base of the tower.

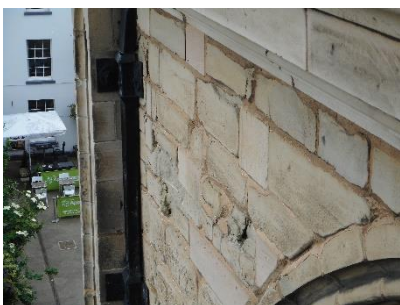
2.2 Rationale for project:

St Mary's Church is a site of huge historical and architectural importance. The support of past generations has left the Warwick community with an ever-present and irreplaceable reminder of its history; however, the reality is that this presence is fragile.

In October 2016 Historic England published a report, *Sustaining Major Parish Churches*, identifying the current challenges of this specific group of buildings, of which St Mary's Warwick is one. Major churches are not cathedrals but represent some of the most unique, significant, and well-loved places of worship in England. The challenge for a major church such as St Mary's is managing a "cathedral-like" church and the demands upon it, with the organisation and financial structure of a parish church, a huge undertaking for the highly committed staff and volunteers alike.

If the church is to continue to play its central role in the community, our actions over the next decade are crucial. As well as continuing with our ministry and musical activities, we must complete a series of essential projects; most pressing amongst these is the urgent repair of the tower.

Over the last few years an increasing number of relatively small pieces of stone have fallen from the tower as the original mortar has turned to dust or been washed away by rainwater. This has been almost exclusively evident on the east face of the tower, with masonry falling onto the roof of the nave, causing no consequent safety concerns. In April 2021, a substantial piece of masonry fell from the west face on to the road beneath; fortunately, nobody was hurt, or vehicles damaged, but the tower is now listed by Warwick District Council as Potentially Dangerous under Section 77 of the Building Act 1984. This is clearly a major health and safety concern for church and townspeople alike.



Steps were taken to safeguard the public and a fully netted scaffold was put in place around the base of the tower which will remain until repair and restoration work is completed.

Screening is now in place to protect the public from falling masonry. This has been paid for from reserves and generous donations from several local trusts. No repair or restoration can be started until funds have been secured and this needs to be achieved as quickly as possible; hire and maintenance costs are charged for each week that the scaffolding remains in place. Additional charges beyond those of the original, time-limited contract are now being incurred from January 2022 onwards.

2.3 Phases / works programme:

The tower project is divided into 3 phases:

- Phase 1 – Public Protection (underway)

St Mary's sits on a major but narrow thoroughfare in the heart of Warwick. The tower physically stands outside the main walls of the church and marks the spot where three roads join (Northgate Street, Old Square and Church Street). These roads form part of the one-way system introduced by Warwickshire County Council to ease the flow of traffic and improve air quality.



It is a busy junction for pedestrians and vehicles alike; consequently, our immediate priority was to protect the public from falling masonry by erecting netted scaffolding to around half the height of the tower. To do this, it was necessary to implement a comprehensive and costly traffic management programme for the duration of the scaffold build. Under this programme, all three roads were temporarily closed to through traffic.

No restoration work is being undertaken during phase 1; the scaffold is in place purely as a safety measure and is not yet high enough to enable full tower repair to take place. It now remains in place awaiting sufficient funds to commence phase 2.

- Phase 2 - Repair and restoration

Once the full funds have been secured, the scaffold will be raised to the full height of the tower, with a repeated traffic management programme in place. As soon as the scaffold build is complete the roads will be reopened to the public.

With the full scaffold in place, the major works will commence. The existing sandstone blocks will be conserved or replaced as appropriate, and the whole tower repointed with breathable lime mortar. Drainage will be improved to limit the volume of water entering the masonry.

Repair and renewal of the clock faces, heraldic shields, weathervanes, shutters and windows, tower roof door, metalwork, and the ceiling of the church entrance at the base of the tower will also fall into this phase, which is expected to take around eleven months to complete.

- Phase 3 – Completion

When the works have been completed, the final 8-week phase will be instigated to dismantle the scaffolding. A third traffic management programme will be required to protect the public during the dismantling.

2.4 Key partners

Our key partners are:

- Warwick District Council
- Warwick Town Council
- The Diocese of Coventry
- The King Henry VIII Charity
- The Lord Leycester Hospital

2.5 Milestones

- Faculty approval is granted on the condition that 85% of required funds are raised before works commence.
- 30 June 2022 Fundraising target expected to be reached
- 04-07-22 Road closures; upper-half scaffold construction; telecoms antennas move to scaffold
- 22-08-22 Repair works begin
- 10-07-23 Road closures; return of telecoms antennas to bell chamber; removal of all scaffolding.
- 08-09-23 Completion

2.6 Outcomes

- Heritage and Aesthetics: The tower of St Mary’s is an important focal point of the town and surrounding areas and its history and heritage need to be maintained and protected for future generations. The people of Warwick collectively own the local heritage and rightly take great pride in it. The tower currently looks like a construction site, covered in scaffolding, corrugated metal, plastic sheeting, and protective netting; this will have to remain in place for as long as the mortar and stonework are unsafe. It is simply inconceivable that the tower, looking like it does today, should remain the face of Warwick forever.

- Benefit to the Community: St Mary’s church plays a pivotal role in Warwickshire’s cultural and social infrastructure. Apart from Sunday and seasonal worship, civic services, (for example, the High Sheriff’s legal service and Remembrance Sunday) funerals, baptisms, weddings and far beyond its catchment and congregation, St Mary’s plays host to musical and theatrical performances, recitals, school visits, clubs and a variety of festivals and charitable activities. Restoration will not only protect the fabric of the tower, but it will also restore the residents’ pride in the place where they live.



- Warwick Town Centre as a visitor destination: A restored, and splendid looking, St Mary's will attract tourists and visitors from far and wide to the town centre and boost the local economy. This is particularly important now that another heritage asset in the town centre, the Lord Leycester hospital, will be closing for 18 months. If St Mary's isn't available to tourists, it will leave Warwick Castle as the only major heritage attraction in Warwick, diverting tourist away from the town centre. We also have a national profile as host to TV and radio special services (for example, Easter Day service in 2019)

3. Marketing and Promotion

3.1 Current marketing:

St Mary's currently markets its activities through its website, newsletters, leaflets, posters, and social media, notably Twitter and Facebook. It also works closely with the Warwick Information Centre, which holds information about the church and its activities. St Mary's is a member of Shakespeare's England, which actively promotes visits to the church.

The Director of Music proactively promotes concerts and other musical events on the choir's Facebook page.

3.2 Future offers and target audiences:

St Mary's has several annual events, which over the years have built up a loyal following. Over the period of COVID many of these have not been able to take place, but it is our intention that these should continue:

- The Folk Festival services
- High Sheriff's service for start of legal year
- High Sheriff's Multi Faith service 24th March
- Remembrance Sunday
- Advent carol service
- Christmas carol service
- The mayor-making ceremony
- Christmas Tree Festival, pencilled in for end Nov into Dec as usual
- Schools' summer art exhibition
- Police and High Commissioners Service in memory of traffic victims
- Amnesty International concert
- Annual service for the Order of St Mary

The church is also used extensively for concerts and other music events, for school services and graduation ceremonies.

In 2023, we plan to build on all these connections and programmes to create a cohesive programme of celebration for the church's 900th anniversary of becoming a collegiate church. This will include history lectures and a wide ranging and inclusive programme of cultural activities involving schools and local groups. It will also include national TV and radio broadcasts of services from the church.

Our target audiences are:

- The resident community of Warwick
- Visitors
- Primary and secondary schools
- Arts and music enthusiasts
- Community organisations
- The congregation
- Historical groups



3.3 Competition:

While other churches in Warwick District hold services and events, St Mary's holds a unique position as both the main venue for civic events and services, and a leading player in Warwick's emerging history. St Mary's is in effect the cathedral of the county.

Other Warwick based potential competitors for visitors are the Lord Leycester Hospital and Warwick Castle. Both charge for entry and the former is closed until Summer 2023. St Mary's is the only substantial visitor attraction in Warwick that is free to enter, though a small charge is made for entry to the tower.

Although most other churches in the county have a need for additional funds arising from Covid closures and for repairs, Coventry Cathedral is the main competitor in terms of civic and historic importance and in the task of raising funds needed.

3.4 Community engagement and consultation:

We are currently conducting a survey of church users and local residents to identify how important St Mary's church is to them. To date we have received 115 responses and are analysing responses. In the Spring the church will be launching a major campaign, '*St Mary's the Tower and Me*' and as part of this, will be inviting local people and visitors to express why the tower is so important to them. There are also plans for further consultation leading up to the finalisation of the programme for the Anniversary year in 2023.

3.5 Planned marketing activities:

- '*St Mary's, the Tower and me*' will be a lively marketing campaign deploying social media, the website, receptions for local residents, gift days, an exhibition, and leaflets. This will be supplemented by a press and media campaign. This will run from March until the works on the tower are complete.

Objectives:

- To raise the profile of the tower and the need for repairs
 - To engage local people and establish their sense of ownership of the church
 - To raise funds
- Marketing the re-opening of the church to visitors post-COVID. Currently the church is only open for services and events. This is scheduled to take place at Easter 2022, supported by a co-ordinated team of volunteers. We will market this through the website, social media, and press and media releases and in partnership with the Warwick Visitor Centre.

Objectives:

- To rebuild the profile of St Mary's as a visitor attraction
- Increased income from visitor donations

- A legacy marketing campaign to run from Autumn 2022- the end of 2023.

Objectives:

- To raise funds for the ongoing repair of St Mary’s and for its cultural programmes
- Marketing associated with the 900th Anniversary of the church in 2023; this will be marketed through e-mailings to schools and other local organisations, leaflets, posters, the website, social media, press and media releases and exhibition. This will take place from Summer 2022 and throughout 2023.

Objectives:

- To increase the number of visitors to the church
- To increase children’s understanding of the historic importance of St Mary’s
- To engage local people and establish their sense of ownership of the church
- To raise funds

3.6 Agreements already in place:

Agreements are already in place for 2022 with St James Singers, Warwick and Kenilworth Choral Society, Armonico, Learn Music, Sing it Loud, Collegium, Warwickshire Symphony Orchestra, Orchestra of the Swan and Amnesty International.

4. Financial Plan

4.1 Present financial situation:

See section 4.5.

4.2 Estimated project costs:

Project costs		
Construction	1,250,184	Agreed contract sum
Architect	46,000	Time charge
QS	15,000	Time charge
CDM-PD	1,351	Fixed fee
Telecoms surveyor	2,500	Time charge
Ecologist	1,000	Time charge
Insurance	4,255	Fixed cost
Sub total	1,320,290.00	Excluding VAT
Project contingency	66,014	at 5%.
Total	1,386,304	

4.3 Funding plan:

Craigmyle Fundraising Consultants are working with the church to coordinate an urgent fundraising campaign comprising:

- Approaches to individuals
- Approaches to Grantmakers and Lottery bodies
- A broad-based fundraising campaign across the wider community.

The status of applications and plans are shown below:

Source	Amount	Status
Agreed		
Reserves	200,000	Agreed
St Mary's Hall Trust	250,000	Agreed
King Henry VIII project pools	150,000	Agreed - £100k this year and £50k next year. More may be forthcoming if needed.
Warwick Town Council	15,000	Verbally agreed with Clerk and supported by the mayor. This will be spread over three years
Donations from individuals	22,750	
TOTAL	637,750	
Targets		
King Henry VIII (town funding)	100,000	Proposal is for £50k a year for two years. Application will be considered in March.
Warwick District Council	100,000	Subject of current proposal.
NLHF	200,000	This is the least secure target amount. A survey (underway) will help to demonstrate community consultation and support and we plan to put in a project enquiry shortly. Should our bid be unsuccessful, we will make up the rest of the amount through other donations, from the community and grants.
Applications to major Trusts	200,000	Garfield Weston - £75k; Allchurches - £75,000; National Churches Trust -£50,000
Other Trusts	100,000	
Community Campaign	48,554	Congregation, neighbours, wider community.
TOTAL	748,554	
GRAND TOTAL	1,386,304	

4.4 VAT status of project:

The figures quoted are exclusive of VAT; all VAT incurred is eligible for recovery through the Listed Places of Worship scheme.

4.5 Income & expenditure forecast:

I&E and P&L		2018 Actual	2019 Actual	2020 Actual	2021 Provisi onal	2022 F'cast	2023 F'cast	2024 F'cast	2025 F'cast
Income									
Operational Income									
	<i>KHVIII (agreed formula)</i>	97,484	156,902	107,976	164,445	156,693	159,827	163,024	166,284
	<i>Worship</i>	115,496	184,647	87,731	81,483	92,000	99,500	106,000	111,000
	<i>Music</i>	9,241	11,973	28,257	54,897	15,000	15,000	15,000	15,000
	<i>Visitors</i>	37,927	29,770	4,293	4,864	20,000	44,000	33,000	33,000
	<i>Shop</i>	79,302	50,161	7,890	1,058	1,000	1,000	1,000	1,000
	<i>Investments/Mast</i>	25,360	26,031	35,923	28,236	22,500	22,500	22,500	22,500
	<i>Other **</i>	19,875	22,703	35,349	21,384	16,000	18,000	18,000	18,000
	<i>Specific Projects ***</i>	3,366	3,127	55,807	167,544	50,000	400,000	400,000	-
	Total Operational Income	388,051	485,314	363,226	523,911	373,193	759,827	758,524	366,784
	C2023 Income (Tower)	44,927	6,729	73,899	217,429	1,150,000	430,000	20,000	20,000
	Total Income	432,978	492,043	437,125	741,340	1,523,193	1,189,827	778,524	386,784
Expenditure									
Operational Expenditure									
	<i>Worship</i>	42,975	42,550	23,549	17,768	20,600	21,600	21,600	22,600
	<i>Parish Share</i>	38,400	39,202	39,968	40,930	41,000	41,820	42,656	43,510
	<i>Music</i>	70,638	88,541	72,665	76,737	81,703	82,937	86,196	87,480
	<i>Visitors</i>	25,056	24,000	14,332	8,068	9,000	24,000	24,000	24,000
	<i>Shop</i>	64,411	55,231	15,961	1,107	700	700	700	700
	<i>Church Operating Costs</i>	61,665	79,730	54,350	53,077	65,000	70,000	72,000	74,000
	<i>'Regular' Maintenance</i>	38,790	101,566	58,000	39,799	50,000	50,000	50,000	50,000
	<i>Administration</i>	47,873	47,680	50,396	58,110	56,000	56,000	56,000	56,000
	<i>Specific Projects</i>	-	11,130	85,690	234,765	50,000	400,000	400,000	-
	Total Operational Expenditure	389,808	489,630	414,911	530,361	374,003	747,057	753,152	358,289
	C2023 Expenditure (TOWER)	77,965	-	-	183,000	1,060,000	530,000	-	-
	Total Expenditure	467,773	489,630	414,911	713,361	1,434,003	1,277,057	753,152	358,289
Profit and Loss									
	Operational Profit/Loss	(1,757)	(4,316)	(51,685)	(6,450)	(810)	12,770	5,372	8,495
	Overall Profit / Loss	(34,795)	2,413	22,214	27,979	89,190	(87,230)	25,372	28,495

* increase of visitor income in 2023 arising from 900th anniversary events and increased profile

**legacies/donations/rents

*** funds raised for repairs and other works not covered in general maintenance, including projects identified in the quinquennial inspection.

4.6 Sensitivity analysis:

Year	-10% Variance £	Projected Profit/Loss £	+10% Variance £
2022	80,271	89,190	98,109
2023	-95,953	-87,230	-78,507
2024	22,835	25,372	27,909
2025	25,645	28,495	31,345

5. Risks and Issues

Risk:	Mitigation:	Level of risk:	Effect of risk:
The church is unable to secure statutory consents	<ul style="list-style-type: none"> ○ The proposed works have been granted a faculty. ○ The proposed traffic management plan for the road closures has been agreed with the highway authority. No other statutory consents are required. 	Low	Low
The condition of the building deteriorates increasing repair costs	<ul style="list-style-type: none"> ○ The last quinquennial inspection was undertaken in November 2021 and the scope of necessary works was reassessed. 	Low	Low
The condition inaccessible parts of the tower are in a worse condition than allowed for increasing repair costs	<ul style="list-style-type: none"> ○ 40% of the tower has a protective scaffold that has been accessed by the architect ○ The architect has previously undertaken similar repairs with the specific stone type (Triassic sandstone) on this church and is experienced in assessing the potential issues 	Low	Low
Construction costs increase	<ul style="list-style-type: none"> ○ The works have been the subject of competitive tender ○ The costs are agreed with the contractor and are held until a start date of January 2023 	Medium	Low
Commencement of the project is delayed beyond 2023:	<ul style="list-style-type: none"> ○ None 	Low	Medium

<ul style="list-style-type: none"> ○ Costs would need to be negotiated and are likely to increase with inflation ○ The ongoing scaffold charge for the protective scaffold at £1,934/week will have an impact on the money the church has for match funding 			
<p>Adverse weather during construction delays completion of the works</p>	<ul style="list-style-type: none"> ○ Whilst this may delay the works, the building contract excludes the contractor's loss and expense where an extension of time is granted for adverse weather 	<p>Low</p>	<p>Low</p>
<p>The contractor becomes insolvent</p>	<ul style="list-style-type: none"> ○ A financial risk assessment has been undertaken and the contractor represents a normal level of risk for the industry 	<p>Low</p>	<p>Medium</p>
<p>The quality of the contractor's work is poor</p>	<ul style="list-style-type: none"> ○ The contractor has previously worked on the church to a very high standard 	<p>Low</p>	<p>Low</p>
<p>The contractor is unable to secure materials to undertake the works</p>	<ul style="list-style-type: none"> ○ The main materials are scaffold, stone, and mortar. All of which have been set aside by the contractor in preparation of their undertaking the works 	<p>Low</p>	<p>Low</p>