

All Saints Church, Sandon

Activity Coordinator

Invitation to Tender

1. Introduction

The Parochial Church Council (PCC) of Sandon with Burston wishes to appoint an Activity Coordinator to support the Delivery Phase of their National Lottery Heritage Fund project at All Saints' Church, Sandon, Staffordshire. The Activity Coordinator will be required to work closely with the PCC's Heritage Committee and deliver key activities and pilots. The Heritage Committee is looking for an individual(s) who are dynamic, self-motivated, organised, good with people, and are able to establish a good working relationship with the Heritage Committee.

The programme will run from June 2025 – Spring 2027. It should be noted that activities will finish in December 2026, but the period to support with evaluation of the project will be required in 2027.

1.1. All Saints Church, Sandon

All Saints Church, Sandon is a Grade 1 listed building with a heritage story that goes back as far as the 12th century. The Stories of the people who have shaped the architecture and art of this building have also shaped the local landscape and played a crucial role both locally and nationally. The church is a lasting monument to the tales of the past. It embodies a rich and colourful history from Saxon times, through to establishment after the Norman conquest, a survivor post reformation and a symbol to the families who have cared for it and the local area that has treasured it.

1.2. Project Overview

Many people are unaware of this rural church and its story. The building and its story need to be re-established locally and new ways of creating access explored. The project, which is funded by The National Lottery Heritage Fund, will focus on the development of new ways of engaging a wider group of people, centred around the preservation of the building, its history, and the display of All Saints' unique heritage. This will include the continuing establishment of a heritage website, restoration of windows, a royal coat of arms, tombs, wall paintings, and monuments. The project has gone through a development round, where a number of trial activities have taken place.

The Delivery Phase Activity Plan is available to view in Appendix 1.

1.3. Project Team

The PCC has already appointed key roles for the project. The table below outlines the project team and their respective roles:

| Role | Consultancy |
|---|-------------------------|
| Project Coordinator and Critical Friend | Greenwood Projects Ltd. |
| Architect | BHB Architects |
| Quantity Surveyor | Armsons Barlow |
| Digital Consultant | Orion Creative Services |
| Activity Coordinator | TBC |
| Evaluation Consultant | The Audience Agency |

2. Scope of Services

2.1. Specific Duties

Activity Plan:

- Work with the Heritage Committee to deliver activity plan.
- Review current strategies and plans in relation to activity proposals.
- Take ownership for the delivery of the activity plan and its key outputs.
- Adjust and adapt activities as required to meet outcomes.
- Support working with target audiences for each activity.
- Recruit and train volunteers.
- Work with the Heritage Committee to ensure robust volunteer management.
- Ensure recording of volunteer hours and details.
- A minimum of one meeting per month with the Heritage Committee will be required. Meetings will take place in person at the Parish Rooms in Sandon or remotely via Microsoft Teams.
- Report against targets for activity programme.
- Be responsible for opening church as and when required as part of the activity programme.

Stakeholder Management:

- Build on communications conducted with a range of stakeholders to identify levels of engagement and potential growth. Work with the Client Team to ensure stakeholders have opportunities to view capital works and take part where appropriate.
- Maintain relationships with partners in delivering activities.
- Actively seek out marketing opportunities for sharing the activity programme and opportunities

for the community to be involved.

Operational Support:

- Deliver the on-the-day coordination of activities, including all operational and health and safety considerations.
- Site visits should align with project needs, as activity levels may vary monthly. The Consultant must also account for monthly project team meetings (c. 1.5 hours), which are held either in Sandon or via MS Teams.
- Identify areas for volunteer involvement and manage the volunteer workforce to carry out the activities.
- Lead marketing activities for the activity programme, including press, print and digital.
- Support the evaluation process to ensure feedback is captured throughout the project.

3. Rules and Regulations

3.1. Submission

Tenders should be submitted to Greenwood Projects who are acting as Project Coordinators on behalf of the client. Tenders must be submitted electronically to:

eleanor.hall@greenwoodprojects.com by 12 noon on Friday 16th May 2025.

Please use the following reference:

All Saints Church, Sandon - Activity Coordinator

3.2. Budget

The maximum budget available is **£33,600 (including VAT, as well as expenses and travel)** to be billed periodically, based on the duration of the contract and not billed on time expended. A payment schedule will be requested as part of the start-up meeting. Please note that there is additional budget to support with the purchase of equipment and materials for the activities; however, use of this budget is subject to the approval of the Client Team.

Please refer to the project programme in Appendix 2 to assist with providing your fee. Please ensure your return identifies day rates and resource allocation clearly.

3.3. Timetable

| | Action | Target Date |
|---|--|--|
| 1 | Invitation to Tender issued | Wednesday 9 th April 2025 |
| 2 | Invitation to Tender return date | 12 noon on Friday 16 th May 2025 |
| 3 | Invitation to Tender review and shortlisting | Monday 19 th May – Friday 30 th May 2025 |

| | | |
|---|------------|--|
| 4 | Interviews | Wednesday 4 th June and Thursday 5 th June 2025. |
| 5 | Award | w/c Monday 16th June 2025 |

3.4. Tender Process

- 3.4.1.** Deadline for tender submission is 12 noon on Friday 16th May 2025.
- 3.4.2.** Tenders will be evaluated in accordance with the criteria set out in clause 4 of this invitation to tender.
- 3.4.3.** Notification of award of contract to the successful tenderer will take place as soon as possible according to the timetable.

3.5. Acceptance

The PCC is not bound to accept any tender.

3.6. Compliant Tenders

The PCC requires all tenderers to submit a compliant tender which must satisfy all requirements of this Invitation to Tender. If no compliant tender is submitted the PCC reserves the right to reject the tenderer's proposals from further consideration.

3.7. Validity

All tenders shall constitute offers and shall remain valid for a period of 2 months from their submission date. Submission of a tender assumes acceptance of this requirement.

3.8. Confidentiality

This Invitation to Tender and associated information made available by the PCC is done so on condition that it is treated as confidential by the tenderer and its advisors and is not copied or reproduced nor used other than as envisaged in the Invitation to Tender in order to permit a tender to be formulated. The information which the tenderer considers is confidential information should be clearly marked as such in the tender or where it is provided in advance of the tender at the time of provision.

The obligations of confidentiality in this paragraph 3.8 shall not extend to any matter which the tenderer can show:

- (a) is in, or has become part of, the public domain other than as a result of a breach of the obligations of confidentiality under this Invitation; or
- (b) was independently disclosed to it by a third party entitled to disclose the same; or
- (c) is required to be disclosed under any applicable law, or by order of a court or government body or authority of competent jurisdiction.

All associated project documentation will be confidential. The PCC will decide on its release and

distribution. The Consultant may not distribute it without prior consent from the PCC.

3.9. Copyright

The Consultant will assign the copyright of all outputs to the PCC for use in connection with its operations. The Consultant must clear the copyright for any images, illustrations or other material used and ensure the project meets the digital requirements of The National Lottery Heritage Fund as specified here [Heritage Fund](#).

3.10. Information

The information set out in this Invitation to Tender has been prepared in good faith but does not release the tenderer from its obligation to carry out due diligence and to verify the accuracy of the information.

The PCC does not accept any liability nor does it make any warranty or representation express or implied as to the accuracy or completeness of the information provided in this Invitation to Tender or in relation to any other information furnished to a tenderer as requested.

3.11. Costs

Tenderers will be responsible for all of their own costs in relation to negotiating and submitting a tender.

3.12. Publicity

Tenderers may not produce or procure any publicity in relation to this Project other than with the prior written agreement of the PCC as to the fact of publicity, its content and its timing.

3.13. Canvassing

Canvassing by a tenderer means the offering of any inducement or reward to any member or officer of the PCC or to any person acting as an advisor to the PCC or anything that would be a breach of Prevention of Corruption Acts. Canvassing shall lead to disqualification of the tenderer without prejudice to any civil or criminal liability which may be incurred.

3.14. Collusion

Any tenderer who fixes or adjusts the amount of his tender in accordance with any agreement or arrangement (other than with a member of its own expressly disclosed consortium) or enters into any agreement or arrangement to refrain from tendering or to tender at above or below a particular amount shall be disqualified without prejudice to any civil or criminal liability which may be incurred.

4. Award Criteria

For the avoidance of doubt the PCC retains the right to not award any contract in relation to this Invitation to Tender.

Should the PCC wish to award a contract it will be awarded on the basis of who offered the best value

taking due account of relevant experience, previous performance on similar projects, commitment to the project and the service being value for money against the overall project budget. The PCC will assess the tenders against the following (*please prepare your responses in this chronological order*):

- Knowledge and Experience – 30%
- Approach – 40%
- Price – 30%

We are seeking to appoint an activity coordinator who can demonstrate knowledge and experience of similar projects with proven success.

4.1. Submission Requirements

Tenderers should include:

- Describe recent (within the last 3 years) examples of your experience, with at least one relevant National Lottery Heritage Fund project.
- Describe your understanding of the project's scope and the needs of the Client.
- Describe in detail your approach to the coordination of the project in relation to intended outcomes, as well as developing an activity programme in accordance with the project requirements.
- Proposed methodology, programme and timescales including number of days allocated to each task.
- Identification of opportunities, risks or constraints, and associated mitigations.
- Proposed fee structure, with a breakdown of day rates. Travel time for site visits should be clearly set out and are included in the total fee.
- State availability for interview Wednesday 4th June and Thursday 5th June. Please note that interviews will take place in the afternoon and will be held in person.
- Provide evidence of Insurances required – Public Liability and Professional Indemnity.
- CVs (max 4 sides each) for key team members, including membership of relevant professional bodies and adherence to professional standards.
- Contact details for at least two references.
- Maximum tender page length 10 pages (exc. CVs).

4.2. Evaluation Criteria

The following evaluation method will be used to score the quality elements of the tender submission:

| Evaluation Criteria | Rating (0-5) | x | Weight | = | Total |
|---|--------------|----------|----------|----------|-------|
| Knowledge and Experience | | | | | |
| a. Experience and qualifications | | x | 3 | = | |
| b. Experience of similar projects. Please include at least three | | x | 3 | = | |

| | | | | | | |
|--|--|--|---|---|---|--|
| examples including at least one relevant project funded by The National Lottery Heritage Fund. | | | | | | |
| Approach | | | | | | |
| a. | Tenderer understands the scope of the project and the needs of the client. | | x | 3 | = | |
| b. | Approach to the coordination of the project in relation to intended outcomes. Demonstration of approach to developing an activity programme in accordance with the project requirements. | | x | 3 | = | |
| c. | Identification of opportunities, risks or constraints and associated mitigations | | x | 2 | = | |
| Grand Total | | | | | | |

4.1. Price Evaluation

Price will count for 30 marks and will be evaluated on the basis of each Tenderer's tendered prices. This will be calculated as the sum of each of the aspects of price that are set out in that table.

The lowest overall tendered price will score full marks for price.

The marks for price for each other Tender will be calculated by the following formula:

$$\frac{\text{Maximum marks for Price} \times \text{Price of lowest priced Tender}}{\text{Price of Tender being evaluated}}$$

4.2. Scoring of Quality

Each element of quality will be evaluated and scored on a scale of 0 to 5 as follows:

| Assessment | Detail | Score |
|------------------|---|----------|
| Very Poor | Either no answer is provided or the answer completely fails to demonstrate that any of the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents. | 0 |
| Poor | Provides only limited | 1 |

| | | |
|--------------------------|---|----------|
| | assurance that the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents, so as to result in a poor standard of delivery of the works/services/supplies. | |
| <i>Reasonable</i> | Demonstrates how a significant number of the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents so as to provide a reasonable standard of delivery of the works/services/supplies. | 2 |
| <i>Good</i> | Demonstrates how most of the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents so as to provide a good standard of delivery of the works/services/supplies. | 3 |
| <i>Very Good</i> | Demonstrates how almost all the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents so as to deliver the works/services/supplies very well. | 4 |
| <i>Excellent</i> | Demonstrates clearly and convincingly how all the Client's requirements in the area being evaluated will be delivered in accordance with the Contract Documents so as to deliver the works / services in an excellent way. | 5 |

Where an assessment indicates that a score falls between two categories, half marks may be awarded.

Each aspect of the Tender evaluation will generally be undertaken by a panel. Where this is done, the individual scores of the panel members will be averaged to arrive at a combined score for each aspect of the Tender being evaluated. This score will be multiplied by the weighting for that item to give a total score for that aspect of the Tender.

The same panel will score all Tenders for the aspect of the evaluation in which they are involved.

The panel reserve the right to interview. It is important to note the interviews will be held for clarification purposes only and will not be scored.

4.3. DBS Requirements

This role is subject to an enhanced DBS check. Please note that the role is exempt from the Rehabilitation of Offenders Act 1974, which means applicants must disclose all convictions, cautions, reprimands, and final warnings, including those considered 'spent.'

An application for a DBS certificate will be submitted in the event of the individual being considered for the position.

4.4. Insurances

Tenderers should provide a copy of their Public Liability Insurance and Professional Indemnity Insurance as part of the tender response.

4.5. References

Please provide two references.

Appendix 1

Activity Plan

The PCC of Sandon and Burston

All Saints' Church, Sandon

Delivery Phase Activity Plan
May 2024

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1. Introduction

All Saints Church, Sandon is a Grade I listed building which was founded in the 12th century. The present church was built on the foundations of an older place of worship which dated back to Saxon times. The stories of the people who have shaped the architecture and art of this building have also shaped the local landscape and played a crucial role both locally and nationally.

This document outlines the Activity Plan for the delivery stage of the church's project, *Making available the heritage of All Saints, Sandon whilst securing its future heritage*, which is funded by the National Lottery Heritage Fund. This Activity Plan has been sequentially developed by LWBailey Heritage Management, and completed by the church's Heritage Committee, with support from Greenwood Projects.

2. All Saints Church, Sandon

All Saints Church, Sandon is a Grade I listed building (List Entry No.: 1294163) in the ecclesiastical parish of Lichfield. The church is part of a group of 8 parishes with 10 churches in the area, known as The Mid-Trent Benefice, and each Parish has its own Parochial Church Council (PCC). The PCC is a group formed of clergy and elected lay people who work closely to manage the Parish church(es). The Benefice is currently in Interregnum with a process to appoint a Rector in charge. The Benefice has an Associate Minister (non-stipendiary) the Rev'd Vivienne Starkie and a temporary Curate the Rev'd Danny Payne. The Benefice is governed and supported by the Diocese of Lichfield which is part of the Church of England and looks after a large area of the Midlands, with a population of over 2 million, including: Staffordshire and Stoke-on-Trent, the Black Country, and northern Shropshire.

2.1. Location

The Parish of Sandon with Burston is situated approximately 5 miles southeast of the market town of Stone and 5.7 miles north of the County town of Stafford. Falling within Stafford Borough, it is governed by Staffordshire County Council, Stafford Borough Council, and the Sandon and Burston Parish Council.

Nestled within the Trent Valley, the area boasts proximity to the Trent and Mersey Canal Conservation Area and offers panoramic views of the Staffordshire countryside. With a rich historical heritage dating back to the Domesday Book of 1086, the Parish features thirty-five listed buildings, three Ancient Woodlands, one Ancient Monument, and twenty-eight registered sites within the Sites and Monuments Record.

Dominating the landscape is the Church of All Saints', Sandon, situated atop a gentle plateau overlooking the upper Trent Valley amidst the picturesque setting of the Registered Sandon Park. To the north lies Black Hill, a densely wooded knoll with historical and geological significance.

Westward lies the Scheduled moated site of Sandon Old Hall, while north eastwards stretches Sandon Woods, an ancient woodland that bears witness to the passage of time and human habitation.

Sandon Park itself encompasses the remnants of formal gardens, pleasure grounds, and a landscaped park spanning approximately 20 hectares within its 230-hectare expanse. The formal garden, enclosed by yew hedges, features remnants of a rose garden and a stone summerhouse dating back to 1840. Adjacent to it lies an arboretum planted in 1936 as a memorial by representatives of thirteen nations, symbolizing both allies and former adversaries.

Within the park, various ornamental and functional structures abound, many of which hold listed status, including the Ice House, Perceval's Shrine, and the grand lodge gates.

2.2. Brief History

A Christian church has stood on this site for a thousand years. The Grade I listed building holds a fingerprint from every stage of English history over the last one thousand years – and even longer. Although there was an Anglo-Saxon church here serving the village on the adjacent field, our history really began when William the Conqueror

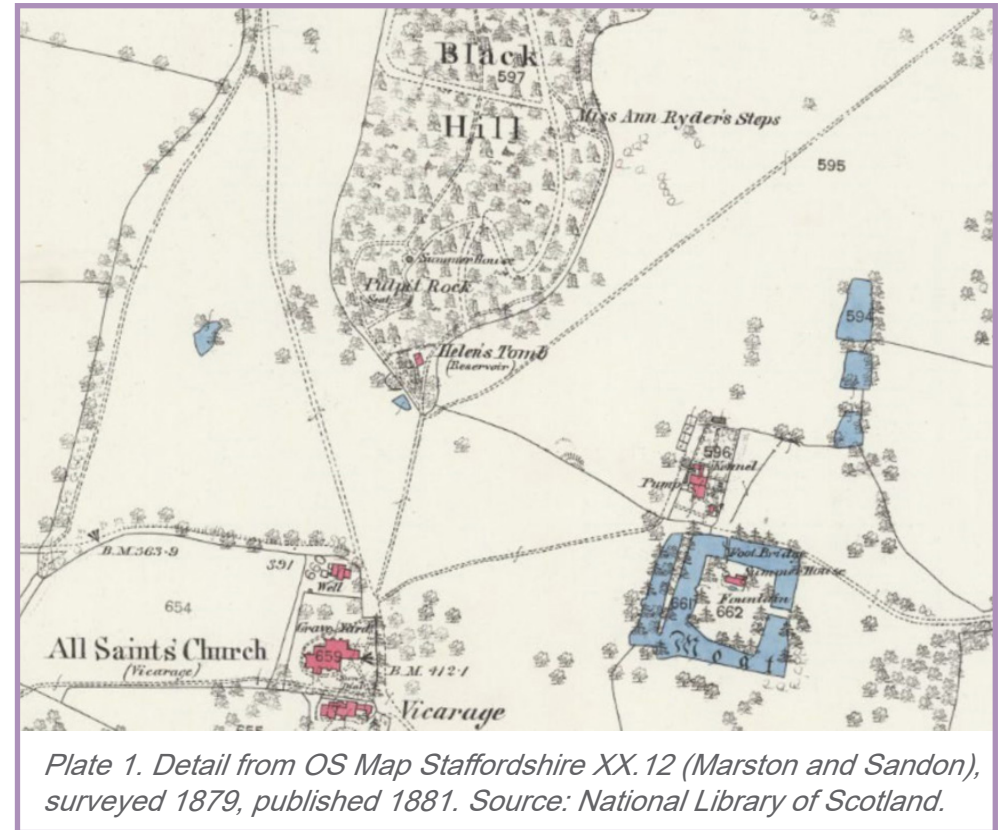


Plate 1. Detail from OS Map Staffordshire XX.12 (Marston and Sandon), surveyed 1879, published 1881. Source: National Library of Scotland.

(1066) took the lands from the Saxon Earl of Mercia and gave them to his friend the Earl of Chester. With the creation of a new Baron of Malbanc and the subsequent founding of the Abbey of Combermere c.1130, All Saints' entered the history books.

By the 14th century the Norman church was considered to be too small. It was demolished and rebuilt.

Remnants of the original structure can still be seen in the original doorway arch of the southwest corner. Other distinct features evidence that the building began as a Catholic church, such as the piscina in an ornate alcove of the Lady Chapel. A piscina was used as a drain to dispose of unused consecrated wine and the water used to wash

communion vessels, by returning it to the ground inside the wall, not outside of the building.

Over the following centuries the lords of Sandon Manor and patrons from noble families extended the church to its present size, adding many significant features. The Sandon estate passed through marriage from the Malbanc to the Stafford family. In 1339, when Margaret Stafford married Thomas Erdeswicke, All Saints', Sandon was brought under the care of the Erdeswicke family until the 17th century.

Significant changes took place during these early years. The nave and chancel were added in stages in the 14th century. The short north aisle added was dedicated by the Stafford family as a chantry chapel, where prayers would have been said for the departed, releasing their souls from purgatory by prayer. The tower was added c.1450. Not all changes were structural. In 1538 The Abbey of Combermere was dissolved by Henry VIII, and so began the changeover from a Catholic church to a Protestant church.

Notable among the patrons was Sampson Erdeswicke, a well-regarded antiquarian and historian of Staffordshire who lived in the reign of Elizabeth I. Sampson delved into researching his family history and created an integrated display of post-reformation genealogical paintings on the walls, heraldic glass above the altar and family monuments and tombs spanning five generations. Perhaps unsurprisingly, one of the dominating aspects is Sampson's own monument and tomb in the chancel, which he constructed before he died in 1603.

While other post-reformation schemes with a similar theme are known, conservationists state that the work at Sandon is particularly remarkable for its conceptual and technical virtuosity, as well as the rarity of its intact survival in this country. However, one piece is no longer intact, the damage itself adding to the historical drama. Sampson's effigy is now missing his forearms, which, the story says, was done by Roundheads on their way to the Battle of Hopton Heath in 1643.

In 1655 George Digby made several alterations to the interior of the church, moving the altar to the north aisle. Although it's alleged this was to divert focus away from Sampson's domineering effigy, we should remember that this was at the time of the change to Protestantism, when there was less emphasis on decoration.

The altar did revert to its present position sometime after 1777, with the arrival of the Harrowby family. However, it was also Nathaniel Ryder, Baron Harrowby, whose efforts to build a gallery pew and fireplace brought down the south wall, destroying parts of the mural in that area. As part of the repairs, the walls were plastered, covering the paintings.

In 1929 George Digby's tomb was moved from the centre of the chancel to the south side. Detailed refurbishment work included removing the plaster to once again reveal Sampson Erdeswicke's paintings, the old chancel screen and reredos were refurbished, and a replacement staircase built within the thick walls, creating the Chancel we know today.

The south aisle was reordered in 1958 to create the Lady Chapel, to cater for the smaller congregations, sponsored principally by the Cadman family.

Finally, in the last quarter century, All Saints' Sandon has been modernised with modern heating, electrics and lighting, new pathways, and a bathroom facility, improving accessibility for everyone. And, as work was carried out, we rediscovered the crypt under the west end pews, where coffins have been dated to the late 18th or early 19th century.

2.3. Current Services

Services follow the Book of Common Prayer. As we share our ministry team across the Mid Trent Benefice, All Saints' may not have a priest led service each week but lay led services are included once a month and with a Team service that rotates across four churches, including

Sandon. Services usually run at All Saints' Sandon two or three times per month.

2.4. Opening Hours and Activities Pre Project

The Church was open on Tuesday mornings 9.30am-11am (since 2014) to coincide with building and churchyard maintenance by volunteers, and on occasional dates for special events, such as fundraising concerts and walks and for Heritage Open Days.

2.5. PCC

The PCC is a charity, for the purposes of the Charities Act 2011. The church is registered with code 620377 in the Diocese of Lichfield. Their legal responsibilities, as defined in the Parochial Church Councils (Powers) Measure 1956, include co-operation with the clergy in promoting the whole mission of the Church, pastoral, evangelistic, social, and ecumenical in the parish. There are currently 15 members of the PCC.

The Sandon with Burston PCC is made up of clergy members, two Churchwardens who are elected annually and 10 lay members who serve for a three-year term. The Burston parishioners are represented by an additional co-opted member. Elections of lay members are staggered to ensure some consistency whilst offering an opportunity for some change. Meetings are held 4 times per year.

All members are White middle class and with one exception, the current members are all over 65. A younger person is willing to be co-opted to support specific work.

All members have a professional background providing a mix of private and public experience including expertise in capital works, managing a business, teaching and health. Both the Treasurer and the Secretary are well-experienced in their roles and along with the two Churchwardens and Honorary Deputy Churchwarden they make up the PCC Standing Committee. Other committees are chaired by PCC members.

The Heritage Committee has delegated responsibility to manage this project reporting to each PCC meeting and, where necessary, between meetings the support of the Standing Committee members is sought. Governance is further strengthened by the inclusion of one Churchwarden on the Heritage Committee.

PCC members are in full support of this project with many actively contributing as volunteers.

2.6. Heritage Committee

The Heritage Committee was established by the PCC to undertake a scheme of repair and conservation works and look at ways to share the church's heritage and stories with a wider audience.

The Heritage Committee is made up of the following individuals:

- Kenneth Pemberton - Chair of the Heritage Committee – Chair of the History Group, Deputy Churchwarden
- Janet Dawson - Vice-Chair of the Heritage Committee – Treasurer to the PCC and to the NLHF Project, Wellbeing Lead
- Elizabeth Jarrett - Churchwarden, Lifelong Learning Lead
- Nigel Wilson - Fundraising Lead, Lead on Biodiversity
- Graham Clay - Lead on burial records and advisor on capital works.

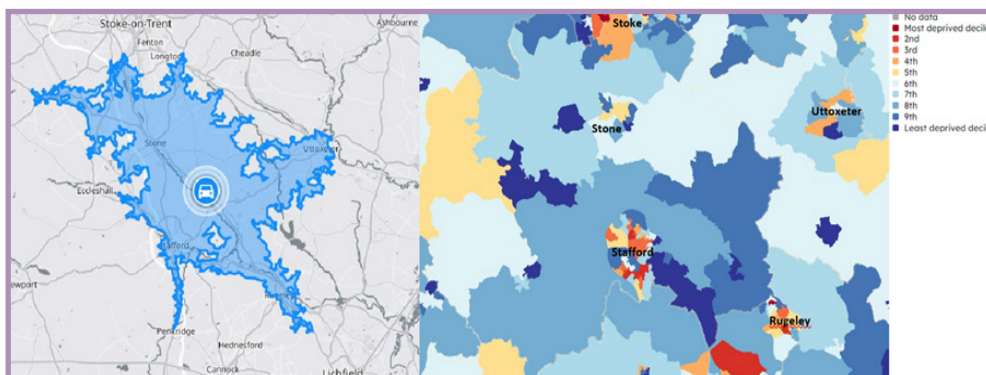
3. Local Context and Strategies

3.1. Area Profile

The project reviewed a target audience area for visitors to the site. In doing so they considered a number of areas including transport links, competition and area needs. The heritage committee took a decision to focus its audience development primarily on those in a 20-minute drive-time. An analysis of several data sets presents the following picture of the local population, and the agreed target audience 20-minute catchment area.

Within this 20-minute drivetime there is an estimated population of just over 107,000. In order to inform plans for audience engagement, we have considered a profile of people in this catchment area, considering their economic status, employment, education, health, crime, barriers to housing, living environment, and deprivation affecting children and older people.

The maps below show the 20-minute catchment area of All Saints Sandon and the Indices of Multiple deprivation from 2019 for this wider area. The most deprived areas which we can see in dark red, are mostly centred in Stoke-on-Trent and Stafford, with some further areas of deprivation in parts of Rugeley.



All Saints Sandon, situated in the parish of Sandon and Burston in Staffordshire, falls within the LSOA (Lower-layer Super Output Area) of

Stafford 004A, part of the Milwich Ward in the Stafford Local Authority District.

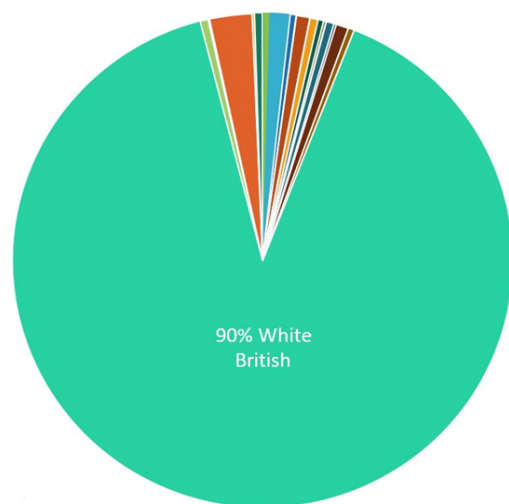
In terms of the Indices of Multiple Deprivation, this LSOA ranks among the 50% least deprived neighbourhoods nationwide. It boasts robust income and employment statistics, strong education and health services, lower crime rates, and reduced income deprivation among children and older residents. However, it faces significant challenges, as it includes areas ranking within the 10% most deprived areas in the country concerning barriers to housing and services, as well as the overall living environment.

Neighbouring rural LSOAs, situated between Sandon and Uttoxeter, and Sandon and Stafford, also face significant deprivation concerning barriers to housing and services. Specifically, Stafford 011E, Stafford 006C, East Staffs 001B, East Staffs 001A, East Staffs 006A, and Lichfield 001D are all among the 10% most deprived neighbourhoods in the country in this regard.

Within the identified 20-minute drive time, targeted for the project, several LSOAs rank among the 10% most deprived neighbourhoods nationwide. These include areas on the southern fringe of Stoke on Trent, such as Stoke 031D, Stoke 031C, Stoke 028D, Stoke 028C, and in Rugeley, Cannock Chase 002A. However, the deprivation in these areas primarily revolves around income, employment, education, health, crime, income affecting children, and income affecting older people, rather than barriers to housing and services and living environment.

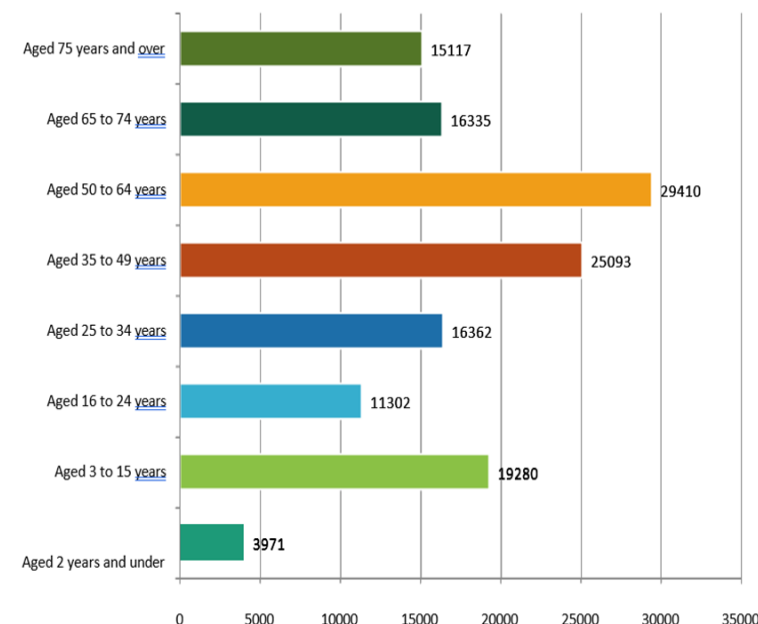
Several LSOAs within the drive time catchment fall within the 20% most deprived neighbourhoods in the country. Among these are areas in Stafford, including Stafford 010B, Stafford 016C, Stafford 013D, and Stafford 013C, as well as in Rugeley, specifically Cannock Chase 003B.

Ethnicity In Stafford Ward 2021 Census



Asian, Asian British or Asian Welsh:
 Bangladeshi Asian, Asian British or Asian
 Welsh: Chinese
 Asian, Asian British or Asian Welsh: Indian
 Asian, Asian British or Asian Welsh: Pakistani
 Asian, Asian British or Asian Welsh: Other Asian
 Black, Black British, Black Welsh, Caribbean or African: African
 Black, Black British, Black Welsh, Caribbean or African: Caribbean
 Black, Black British, Black Welsh, Caribbean or African: Other
 Black Mixed or Multiple ethnic groups: White and Asian
 Mixed or Multiple ethnic groups: White and Black African
 Mixed or Multiple ethnic groups: White and Black Caribbean
 Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic
 groups White: English, Welsh, Scottish, Northern Irish or British
 White: Irish
 White: Gypsy or Irish Traveller
 White: Roma
 White: Other White
 Other ethnic group: Arab
 Other ethnic group: Any other ethnic group

Age In Stafford Ward 2021 Census



Furthermore, in 2021, the Thriving Places Index (TPI) highlighted the challenges faced by those living in the local authority district of Stafford in regard to mental health as it has been classified as significantly below average in comparison to other local authorities in England, scoring only 2.86 out of 10.

Overall, this tells us that:

- There is significant potential to attract more visitors to the site.
- There is an ageing population.
- There are a number of barriers to access provisions.

3.2. Local Strategies

As part of understanding local audiences, the project has also reviewed local strategies and information to understand the opportunities and areas to consider. Below is a summary of key information that articulates a number of these key points.

| |
|--|
| Economic |
| <ul style="list-style-type: none"> In 2019, the value of tourism and the visitor economy in Staffordshire was estimated to have contributed £1.87 billion of Gross Value Added economic impact (almost 10% of the Staffordshire economy total). Staffordshire County Council is part of Staffordshire's Destination Management Partnership (DMP), along with district and borough councils, Stoke-on-Trent City Council and local businesses. Staffordshire Means Back to Business: this is a five-year economic recovery strategy developed by the County Council. According to Enjoy Staffordshire's 2019 Economic Impact of Tourism, 7,472,000 people visited countryside tourist locations, spending £228,256,000. In 2019, businesses also had a combined turnover of £324,041,000 indirectly from people visiting attractions in the area. According to the National Churches Trust's House of Good report, for every £10 invested in a church building, at least £37.40 is returned. |
| Environmental |
| <ul style="list-style-type: none"> Staffordshire County Council's environmental policy supports the conserving, restoring, and enhancing of Staffordshire's natural and build environment, keeping and making it diverse, safe, and pleasant to live in. The Sandon and Burston Neighbourhood Plan highlight the following objectives: <ul style="list-style-type: none"> '...contributing to protecting and enhancing our natural, built and historic environment; and, as part of this, helping to improve biodiversity, use natural resources prudently, minimise waste and pollution, and mitigate and adapt to climate change including moving to a low carbon economy.' Vision: '...to ensure that our Parish retains its character and vibrancy and yet becomes a more balanced community and a great place to live and work.' COVID19 STAFFS SURVEY: 59% of those who completed the survey were worried about the environment. |
| Education and Employment |
| <ul style="list-style-type: none"> 37% of students achieve GCSE grade 9-5 pass in English and Maths. The Census 2021 data shows that there has been a reduction in the proportion of residents with no qualifications and those whose highest level was the equivalent of GCSEs (Level 1 and Level 2). Increases can be seen in those obtaining Apprenticeships and Level 3 and Level 4 qualifications. Level 4 and above qualifications were the most common highest level of qualification in Staffordshire, with 29% of residents holding this level of qualification. Almost 1 in 5 (19%) of residents have no qualifications, which is higher than the average in England. The number of students eligible for Free School Meals is rising, which suggests that more children are living in poorer households (16% for 2020/21, compared with 12.7% in January 2020). Staffordshire has a higher-than-average employment rate (77%), with the unemployment rate well below national and regional levels (3.3%). Average annual earnings are, however, lower than national, with more Staffordshire residents in lower paid, manual & routine jobs, compared to national. |
| Health |
| <ul style="list-style-type: none"> According to Staffordshire Observations, two thirds of adults are overweight or obese. This is higher than national and the third highest among similar local authorities. High prevalence of obesity related conditions and hospital admissions are on an upward trend. Diabetes levels are higher than national and continue to increase. Mental health (adults) is high and increasing levels of GPs are recording depression, but lower levels recorded severe mental illness. The latest data also shows an increase in the rate of suicides (2018/20 – 12.2 per 100,000). Mental health (children) is the most common factor cited in Children's Social Care assessments (half of assessments cited this as a factor in 2020/21). Local survey research also verified that COVID-19 had a significant impact on children's mental health – 61% of under 35s were worried about their mental wellbeing (Staffordshire COVID-19 Resident Survey). Mental health hospital admissions in children (85.5 per 100,000) remain similar to national. In a local survey, residents reported changes to their mental health and wellbeing; feelings of isolation, depression, loneliness and anxiety. Staffordshire has a higher-than-average alcohol consumption and highest alcohol related admissions rate amongst similar authorities and this is rising; in contrast to a reducing national trend. |
| Social |
| <ul style="list-style-type: none"> COVID19 STAFFS SURVEY: 46% of residents surveyed said that a positive of the pandemic was that they spent more time outdoors and in the local area. Over half of respondents increased their digital activity. 52% increased their help towards others and 91% of those are willing to continue. In 2019, the Index of Multiple Deprivation (IMD) highlighted the challenges faced within the area. People's ability to physically and financially access housing and local services was ranked among the 10% most deprived LSOAs in the country. The IMD's findings demonstrate the rural and isolated nature of the local area. The most common Mosaic Profile: H Aspiring Homemakers |



Local strategies highlight a number of key points that further demonstrate the need for the project. In particular, the need to support local education outcomes further supports the benefit of additional extra-curricular activities the church can offer and the benefits for young people learning in a setting outside of school and especially outdoor learning. Our educational pilot schemes were very well received and in demand from the schools approached. Evidence suggests when we extend this offer it can have real impact locally.

The development phase has brought in to focus the interest in our outdoor spaces and how our activities can support a number of positive health outcomes, in particular mental health. Research highlights the local need and positive impacts of the outdoors and connecting with nature. Our work with the MOD and Oak Tree Farm project reinforces our consultation in this area and the benefits the project can bring. Furthermore, our volunteers' survey responses have shown how volunteering on the project has helped foster a sense of friendship and community, reducing local isolation and barriers.

What this tells us:

- Significant opportunity to attract both local and further a field visitors.
- Importance of the outdoors has come more in to focus for local population. This is also supported with our own project activities pilot and consultation.
- Supporting local educational offer for young people can have a significant impact on their longer-term outlook.
- Opportunity for the project to combine a number of project strands to support local communities and MOD mental health.
- Isolation is a real barrier for participation, further impacted by changes to transport links.

4. The Project

Set within a naturally biodiverse location, All Saints' Church, Sandon is a unique place filled with hidden secrets. The church's setting conceals



its rich, engaging history from many who would be keen to visit if they knew it existed on their doorstep. All Saints' is now at a point whereby both its heritage and legacy are at significant risk of being lost if it does not engage with audiences to a greater extent than it currently does. There are significant physical risks to the building due to the degradation of its historic features. Its rural isolated location also means that people are unaware of the hidden stories held by the church. Barriers, therefore, exist due to the church's isolated environment; engagement is now a priority to ensure its heritage story is preserved so that it can be shared for generations to come.

There are three key historical features that are at risk and require repair, protection, and conservation for future generations. These items are of national significance and are very rare in combination. The historical features have been subject to recent detailed technical surveys from which this programme of works has been derived. These are:

- Two William Wailes stained-glass windows of Pugin style installed in 1845. Large areas of the windows are not weatherproof and are close to collapse.
- The Royal Coat of Arms dated early 17th Century, and probably Charles I, is oil on canvas in a wooden frame. This has deteriorated and has tears and extinct nail holes. The slackening of the canvas has led to paint loss. The old varnish and accumulation of dirt are making it difficult to see. To protect it from further damage and potential loss the painting and frame require stabilisation, repair, and cleaning.
- The church is home to several significant monuments, including that of Sampson Erdeswicke, the C16th Staffordshire historian. The wall paintings showing his family genealogy and the stained glass in the East Window together with other tombs from the C16th and C17th form an array which is a rare survival of post-reformation genealogical history and may well be the most ambitious scheme of its type surviving in England. A programme of repair is needed to ensure key features are not lost.



Alongside the physical works the team want to find new ways to engage the local community, and those from further afield, with the site's rich heritage. The building is situated in an exceptionally isolated location. The team have looked at a variety of ways to reach new audiences and the development phase has enabled All Saints' to pilot a range of activities, whilst sharing the history of the church in new ways through digital means. The team's aim is to unlock the potential of All Saints' and highlight that its heritage has the power to provide knowledge which enables us to learn from the past and shape societies. It is the history of these notable families, who have shaped the course of the building and its surroundings, that delivers a sense of belonging, pride and fuels imagination. It is most important that, through the exploration of our heritage, untold stories have the potential to surface which are more representative and inclusive of the vast array of people within our community.

4.1. Overview of Round One Application

The Round One application to the National Lottery Heritage Fund was submitted in May 2022. Permission to start was granted in November 2022. The Round had the following approved purposes:

- High visibility acknowledgement of the National Lottery Heritage Fund on site, online and in all activities as well as using your project to acknowledge and thank National Lottery Players
- Take proactive measures to be inclusive, remove barriers to access and engage new and diverse audiences in heritage through the delivery of this project.
- Recruit Project Manager to help deliver both phases of the project with a break clause between Development and Delivery
- Appoint Architect and design team in line with NLHF procurement guidelines. Develop capital works up to RIBA stage 3 bringing in specialist conservation knowledge as appropriate.
- Undertake open recruitment process to appoint an Activity Coordinator to assist in developing the Delivery Phase Activity Plan.
- Consult with local walking groups, Staffordshire MOD, local NHS partners and other stakeholders around using the site for wellbeing activities.



- Conduct a pilot programme to trial opening times to provide a consistent timetable for visitors to explore the church.
- Run Development Phase pilot activity schemes working with schools and local groups.
- Appoint Digital Consultant for initial website creation and development.
- Recruit additional volunteers through open days/events.
- Commence Friends of Sandon Church Heritage Ambassador scheme: recruiting local specialists to collate and document the heritage, and to integrate the needs and ideas of local groups into the Activity Plan
- Commence the process of gaining a faculty for the works in order to meet Delivery Phase timescales.
- Review plans for improving biodiversity in the churchyard to complement the Park at Sandon and the surrounding farmland.

4.2. Development Stage Pilot Activities and Consultation

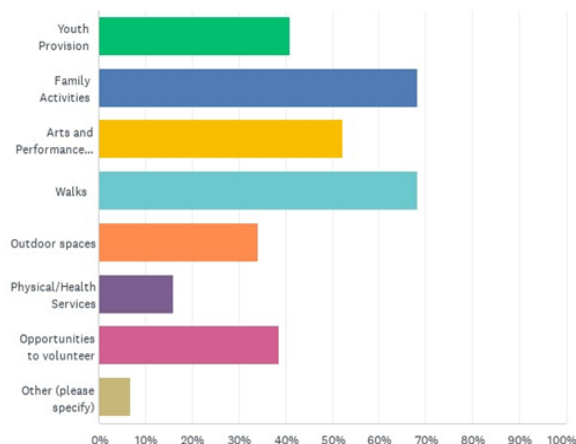
During the project's development phase, the Heritage Committee, with support from the church's volunteers and project team, ran a number of pilot activities, alongside targeted consultation, in order to better understand their audiences, whilst establishing what would work within the church's setting. This also supported the Committee to develop a greater understanding of equipment needs, marketing and, most significantly, time requirements. The following section provides an overview of these pilot activities and what the team have learnt from them ahead of the project's delivery phase.

4.3. Audience Consultation

All Saints' Church, Sandon undertook several consultations as part of the project's development stage. This has supported the Heritage Committee with building upon the research undertaken prior to the project starting. One of these was an online, wider public survey which targeted those who know the site, as well as those who had not visited the church. The online survey was issued through a variety of routes, including social media, local forums, and personal contacts. A full breakdown of the data can be found in Appendix 1.

The survey data has highlighted a number of key areas which have further influenced and supported the Committee's understanding of their target audiences, in particular, around what role the church can play in the local community's daily lives.

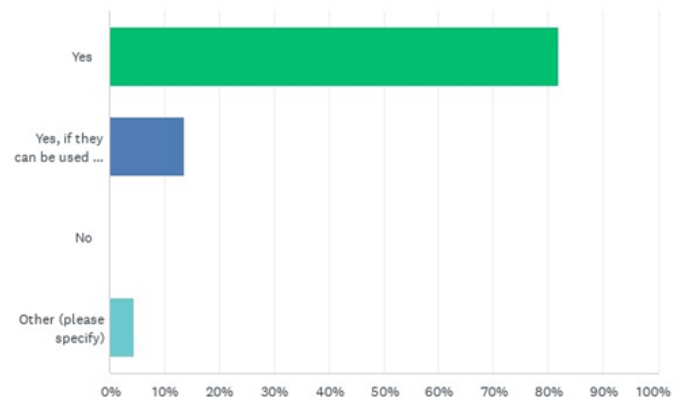
Q7 What do you feel are important for your local community at this time that may be provided within the church?



Most notably, responses highlighted that activity provision for young people, as well as the wider community, were key. The data also identified the value of outdoor spaces which, as a theme, is something that has developed during this initial phase of the project.

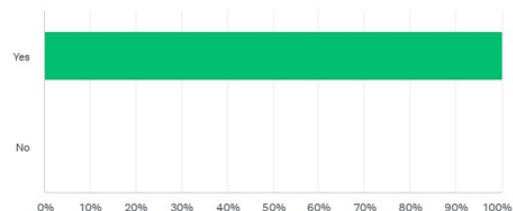
The majority of respondents were also supportive of investment and protection of the building; however, it is important to note that many wanted to ensure the building continued to have a role in community life.

Q8 Do you feel it is important to protect historic buildings such as All Saints?



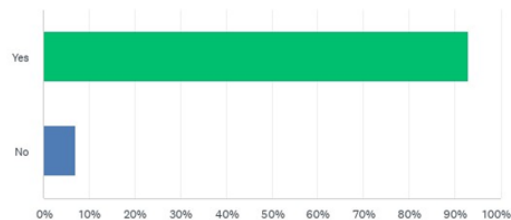
As previously highlighted, the green spaces around the church have become a significant part of the project during its development stage. The following response data emphasises how significant it is to the local community for the church to utilise its green spaces to support biodiversity. The Committee feel that this issue has really come to the front of their community's interest.

Q12 At the church, we are looking at ways to utilise our green spaces to support biodiversity in a number of ways. These include homes for nature and reducing mowing to increase plant diversity. Do you support this approach?



Furthermore, it is evident from the data that there is a clear interest in learning more about the history of the church, as well as its links to local history. The Committee have undertaken consultation to understand the ways in which visitors would like to learn more and have factored this feedback into the delivery phase activity plan.

Q13 Would you like to learn more about the history of the church and its links to local history?

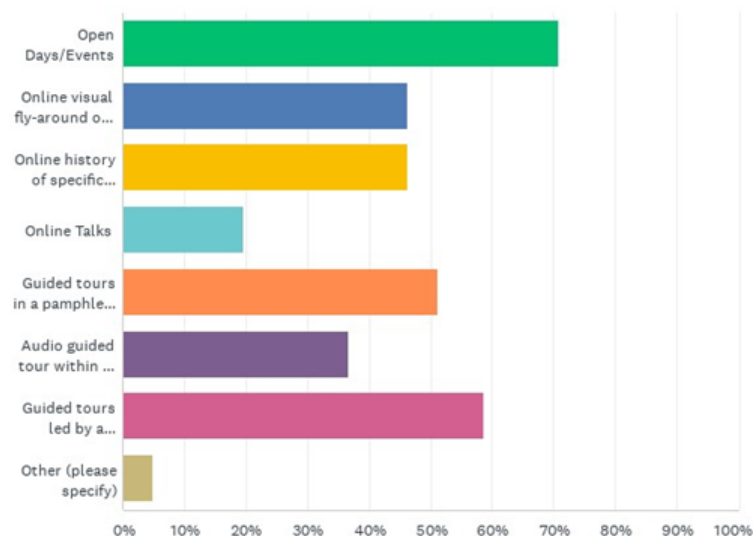


Alongside this wider consultation, the team also collected feedback from visitors who came to the church. The purpose of this was to understand who the church's current audiences are. A full breakdown of this data can be found in Appendix 2.

What this tells us:

- Visitors are interested in the history of the church and want further information in different mediums.
- Environmental sustainability and promoting our green spaces is of significant importance to our visitors and local community.

Q14 How would you like to do this?



4.3.1. Opening Hours

Pre project, the church's opening hours were Tuesday mornings, 9:30am until 12 noon. During the project's development stage, the Committee have piloted different opening times, and the building is currently open on the following days:

- Monday evening, 6:30pm until 9pm (excluding bank holidays).
- Tuesday morning, 9:30am until 12pm

The Committee also piloted opening on a Saturday, 9:30am until 12 noon and, more recently, on Saturday afternoons from 2pm to 4:30pm. The team are keen to ensure that the church is open and accessible to visitors; however, they wish to also ensure its safety. In June 2022 - June 2023, 24 crimes against, or in churches, were recorded in Staffordshire. 85% of these recorded crimes were in rural locations. The Committee have, therefore, trialed new opening hours with volunteers present on site. As the project progresses, the team aim to increase these opening hours further. During the development stage of the project, the Committee have significantly increased the church's opening times through pre-bookable tours, open days, and activities. In 2023, the church was open, on average, 2 days per week. This increased to 3.5 days during the start of 2024. This is an increase in opening time of 300% on pre project levels.

Since September 2023, we have had 139 visitors dropping in during hours when the church has been routinely open. In these cases, many take advantage of the offer of a tour round the building.

Some people left feedback in the visitor's book and the volunteers tried to capture postcodes and numbers of visitors.

What this tells us:

- Walk up visitor numbers are mixed and weather dependent.
- There are significant opportunities to extend opening hours but need to ensure it is well publicised and monitored.
- More interest in events and organised visits.

4.3.2. Heritage Open Day

All Saints' Church, Sandon held a Heritage Open Day (HOD) on Sunday 17th September 2023. Visitors dropped in throughout the day (10.00-16.00) to join guided or self-guided tours of the church and its important historic features. There were also guided tours of the churchyard, the opportunity to climb the ancient bell tower and try chiming a bell, enjoy free tea and cake, local history book sale, and the chance to view an important collection of church silver.

Through visitor counting, the team estimated an overall attendance of 120 visitors.

The team prepared a short feedback questionnaire for the event with a consultation about future activities and event ideas for the church. This form received 48 responses, on behalf of 99 visitors. A detailed breakdown can be found in Appendix 3, but key takeaways were:

- For 40% of visitors, the Heritage Open Day event was their first introduction to All Saints' Church, Sandon.
- Positive experience.
- It was noted that several visitors had issues hearing the tours.
- 61% of participants would like to see future history talks and tours.
- 57%, would like to see more musical events.
- 41%, would like more information available through the online burial records.

The visitor demographics for the day were:

- 60% of respondents were aged 51-60
- 31% of respondents were aged 70+
- 16% were 35-50,
- 11% were 0-10,
- 58%, were female and 42% of respondents were male.
- 35 respondents (83%) answered this question with a variation on White British, White, British, White English. Two respondents (5%) answered with a variation of White Irish, and two respondents (5%) wrote C of E. Two respondents (5%) preferred not to say.



- The majority of respondents live in a Stone or Stafford postcode area: 23% of respondents gave the Stone postcode ST15, which is typically a 5-mile, 12-minute drive to All Saints Sandon. 16% of respondents gave the Stafford postcode ST18, which is also the postcode for Sandon, but is generally a 3.4-mile, 6-minute drive.

The comments received on the feedback questionnaire highlighted the success of this event:

- “Inspired. What a fabulous discovery.”
- “Please to be here. Always good to find a church open.”
- “Amazed. Thought we knew the church but found new information.”
- “Very emotional, as my ancestors were ‘Eardeswick’”.

Overall, the Heritage Open Day was very well received and invited new audiences into the church. The feedback on the sound led the Heritage Committee to purchase new equipment to enable the tours to be more personalised and accessible to all. The equipment is an individual headset that allows visitors to hear the speaker. The event also resulted in the recruitment of three volunteers.

4.3.3. Family Activities

Christmas Event

The church held a Christmas Family Fun Day on Saturday 16th December 2023. Visitors who came to the church were able to take part in handbell ringing, craft activities, a children’s activity trail, and had the opportunity to create and explore their own family tree. The event attracted a total 62 visitors, including 22 children. 22 attendees completed the paper-based survey produced for the event and 24 attendees wrote a comment or idea on a flipchart provided.



- 96% of visitors agreed that they had learnt more about All Saints Church, Sandon.
- 100% agreed that they had met new people.
- 96% agreed that they felt part of the local community as a result of coming to the event.

Common flipchart suggestions for future events included:

- More children's events and craft activities,
- History tours.
- Accessible interpretation

Easter Family Adventures

The Easter events at All Saints Church, Sandon took place over 2 weekends in April:

- Friday 29th March (11am – 3pm) and Saturday 30th March 2024 (10am – 1:30pm).
- Friday 5th April (11am – 3pm) and Saturday 6th April 2024 (10am – 1:30pm).

Visitors to the church were able to take part in self-guided, Easter-themed family trails, as well as family crafts and storytelling. Those attending were encouraged to bring their own picnic. Attendance was low at this event, but reflections from the team highlighted a number of points to consider:

- The weather was very poor, making access to the site a challenge.
- Drop-in sessions mean that people are less committed and pre booking should be explored as an option for any future events / activities.
- Marketing was reduced.
- Higher competition for activities locally

4.3.4. Lifelong Learning Group

This group has been formed to support general opening hours, specific visits to the church, and particularly the school visits undertaken as part of the development stage of the project. At its inception, the group was made up exclusively of members of the church congregation, 6 in number, who willingly volunteered to make these visits possible. It had been intended that the group would meet formally but after its first meeting it became apparent that the group needed time committed to making the church available to visitors, rather than meeting as a group. Communication has been by e-mail, telephone calls and personal contact.

Since its first meeting a few more people have volunteered to help open the church. All volunteers willing to open up the church or take tours have been issued with appropriate guidance, risk assessments, tour notes and briefings; whilst those helping at specific events are provided with a custom briefing. There is some cross-over with membership of the History Group.

4.3.5. Education Activities

Since 2017, All Saints' Church, Sandon had an existing relationship with Mumbles Nursery, who would walk children up to the church for volunteer-led activity sessions with religious and citizenship themes, such as the Harvest Festival and the importance of sharing.

Pre-development Stage Consultation Findings:

Prior to the National Lottery Heritage Fund application being submitted, the church ran a pre-development stage consultation with five local schools, with the four detailed below leaving contact details for further interaction:

- St John Fisher Catholic College, Newcastle under Lyme
- Anson CE Primary School, Stafford
- Christ Church Academy, Stone
- St Patricks Catholic School, Stafford

During further communications in the development stage, St John Fisher Catholic College and St Patricks Catholic School were unable to be part of the pilot programme due to timing as well as capacity, and the following new schools/nurseries agreed to take part:

- St Peters Academy, Fenton
- Kings CofE Academy, Kidsgrove
- St Michaels First School, Stone
- Little Impressions Day Nursery, Stafford

In the pre-development stage consultation, the following methods of engaging with the church were highlighted for the future:

- Activities within the Church
- Digital pack including videos and virtual tour
- Visit to the Church

The following potential subjects were highlighted: Local History, National History links, Timelines, Arts and Crafts, Exploration of Christianity through architecture/ecclesiastical features. Moreover, the consultation identified that the following items would be required to enable engagement to happen:

- Resources to facilitate tours
- Funding for transport
- Help delivering lessons in the church
- Help with tours
- Input from All Saints' Lifelong Learning Group

75% said that the limited access for long vehicles would not be an issue given enough notice to arrange transport, however later conversations during the development stage suggested that the cost of minibus transport may be a barrier to future school sessions in the delivery stage.



Development Stage

During the development stage, consultations and planning sessions were organised with each school prior to their pilot session in order to tailor the pilot to the school's individual needs. The key concerns raised during these planning sessions were staff capacity to run the sessions, the level of involvement required of teachers, the need to provide equal opportunities for large groups of children, and the logistics and costs of minibuses.

The following provides an overview of the specific findings from each planning meeting:

1) Kings CofE Academy, Kidsgrove: Requested two sessions, with 30 students per session. A key concern for this school was ensuring that all students were given the same opportunities, there was little flexibility for running activities for smaller, hand-picked groups of students. There were also minibus booking challenges for this school, and concerns about funding the transport. Future visits may require a small donation from students to take part in the trip.

This school chose Y7 students, with activities covering both History and RE. For the RE section, the lead teacher suggested an emphasis on the features of a church, and object handling and/or viewing important artefacts to learn how they are used in church services. Whilst topics were linked to the curriculum and current study of the students, there was some flexibility (the suggestion of looking at Civil War history, as the Church has a wealth of this, despite no direct link to the curriculum). Sandon Church through time (looking at the shift from Catholic to Protestant) was suggested for the History section.

The lead teacher suggested splitting each group into two, and keeping the activities (mostly trail based, with some object handling) rolling and swapping. A team quiz for evaluation was suggested to tie up the session.

2) St Michaels First School, Stone: This school chose to bring 40 Y1 students, with a focus on RE. Again, there was an emphasis on giving

all students the same opportunities. There are two Y1 classes, and both had to attend the visit to be fair. This school also had minibuss booking issues, and a compromise was struck with the project funding a coach, which parked at the bottom of the Sandon Estate so that students could walk up to the church through the Estate with the kind permission of Lord Harrowby. This would not be an option longer-term.

The session content was largely based on their syllabus, but the lead teachers were very flexible. Content looked at the gospel, Easter stories, spring and seasonal changes. The team were encouraged to make the activities very interactive with plenty of changes, lots of craft activities, some singing, and some object handling.

3) Anson CofE Primary School, Stafford: This session was suggested for a smaller group of 15 Y5 students, with a combination of RE and History. There were no transport issues for this school, as they agreed to use the school minibus. They did ask for a small contribution for petrol, which is a consideration for the delivery stage.

The lead teacher suggested History which covered Anglo Saxons to the Vikings to link closely with their current topic, and RE to focus on the Gospel. He suggested a snack break for the children and advised that some students were accessing the curriculum at a lower level and may need additional support/accessible resources.

4) Little Impressions Day Nursery: This session was suggested for 17 preschoolers aged 3-4 years old. Financial constraints and the funding of a minibus were a major issue for this Nursery. Without a funded minibus they would have been unable to join the pilot. We agreed to fund one 16-seater minibus, and for a staff member with the proper legal requirements to transport a couple of additional students in their car. One child had additional needs, but they would be supported by nursery staff members.

The Nursery were pleased to take part in any session, provided it was facilitated and funded. They agreed that a session on Easter and the changing seasons would work well, with plenty of craft activities and storytelling.

5) St Peters Academy, Fenton: St Peters Academy requested a tailored session for a small group of higher ability students, many from an ethnic minority background. They asked to bring 12 students, from year 9 and year 10.

They requested a strong RE focus, with topics including church leadership (females within leadership) and key practices like sacraments, style of worship and festivals. They also requested some content discussing History and Art, such as looking at stained glass and religious art for allegory and key concepts.

We decided to involve Reverend Vivienne to cover the more in-depth religious theory sections during a Q&A session, followed by a tour of the church (with a focus on art, allegory, history, catholic to protestant), an object handling session (objects used in services), and an evaluation section. This planning session emphasized the possible demand for more comprehensive and complicated content and discussion/debating activities for older students.

6) Christchurch Academy, Stone: This short session was organised for a mixed ability group of students, aged 9 to 12 who are members of the school's Pursuit Club, a Christian Youth Group. The school used its own minibus.

The RE trail was adapted to the short session and as requested by the teacher we included information about the standard layout of a church, including the altar and the stained glass windows. We displayed and talked through the plans of All Saints' over the centuries. A short demonstration of communion and a baptism completed the session.

During the development stage, a total of 7 educational visits took place, with 6 different educational organisations visiting from nursery children to secondary school visits. In addition, Mumbles Day Nursery which already had a connection with All Saints made visits at Christmas and at Easter. This enabled the team to engage with a wide range of ages and abilities, to establish what could work in terms of educational activities as well as understanding the logistical aspects of large groups of young people visiting the site.



As stated, all schools were consulted about the sessions before their visit and a detailed lesson plan was prepared for each session. This included understanding what they wanted the children to learn, along with the logistics of getting to the site.

The table in Appendix 4 provides a summary of the educational groups visiting, including number of children, age range, distance travelled, whether the project funded the transport, as well as the session delivered. Summaries of each visit can be found in Appendix 5. Written by the lead facilitator, these summaries outline what took place, what worked well and what did not.

In summary:

- Longer sessions (3-4 hours) for secondary school ages enables more detailed information to be shared with the students and provides more in-depth and beneficial participation from the students.
- Smaller groups work better not only for noise levels but also as fewer volunteers required from Sandon church.
- Outside sessions would be welcomed.
- Secondary schools need to have clearly defined curriculum links.
- Primary schools more flexible on content but still clear link to current learning, although cultural capital is important.
- Bell chiming is a clear favourite from those who were able to do it.
- All pupils would like more interactive elements.
- Transport is a key issue for schools.

Teacher's feedback:

After their visit teachers were asked to fill in a feedback survey to understand what worked well and what didn't on their visit. No teacher had previously visited All Saints with a school group, although they may have visited for other reasons. All thought that the sessions were engaging, relevant to the pupils and delivered in an appropriate way. Furthermore, their expectations were met about the visit and the visit

had achieved what they wanted for their pupils.

Motivations to visit the church:

- Sessions were able to link school curriculum and the faith followed at school
- Cultural capital, bring learning from the classroom to real life, offer a new experience for students.
- History of the church
- Communication from the project team

Impact on students:

- The students were fascinated by what they had learnt and they talked about the visit when they returned to the academy. Increased their knowledge and enriching experience.
- It has allowed them to ask questions to people they do not necessarily come into contact with.
- They received an experience they are not likely to forget, especially in having a go at chiming the bells. Some had never been inside a church before and they left with a positive impression that church is for them, and not just for adults.
- Students talked about how it had helped them understand some of the services that take place in a church and enjoyed learning about the church in a church, rather than a classroom

Teachers were also asked what they would tell another school to bear in mind when thinking of taking their students to the church. This focused around ensuring that they wore warm clothing (unfortunately, at the time of these visits, the heating had developed a fault and was minimal or non-existent) and to bring a drink. One noted that the large size of their group was a little bit too much for the size of the space. Two others provided positive responses one indicating that they are talking to other schools about visiting already and another stating, “this was an engaging and worthwhile experience which my pupils thoroughly enjoyed”.

Pupil's Voices:

When the children were initially welcomed into the church they were asked if they had visited a church before and if they had visited Sandon before. 75% of all the children asked had visited a church before but only 6% had visited Sandon Church before.

At the end of their visit all children (time permitting) were asked 4 questions to enable the team to find out what they enjoyed the most, what they had learnt and what they would like to see more of. It must be noted that not all the pilot sessions were exactly the same but they mainly covered the same elements, which were bell chiming, scavenger hunts/trails, craft activities, learning about the stained glass windows and baptism and communication demonstrations. Therefore, the following feedback provides a brief summary of what the pupils stated. More detailed summary can be found in Appendix 6.

The top answers for these questions were:

- Most enjoyable: bell chiming, scavenger hunt, and crafts,
- Most interesting thing they had learnt: stained glass window (stories and history), and how the bells work and function.
- Improvements or changes: more interactive elements and explore outside

Recommendations for delivery stage can be found in Appendix 7.

4.3.6. Oak Tree Farm

The Oak Tree Farm project supports adults with learning difficulties in a rural location. They have enthusiastically supported our fledgling plans for the biodiversity of the churchyard. They have visited to explore the different aspects of the area and have provided bird boxes they have made. For the future we would like to involve them in the work on the wildflower area and hedgerow planting. In addition, a group of ten Oak Tree Farm members supported by staff attended for a history tour, including the inside of the church and areas of the graveyard. This enabled us to trial a more accessible form of tour for future visitors with special needs.

4.3.7. Website

As part of the development stage of the project, All Saints Church, Sandon have developed a website which shares a range of information about the church: <https://www.sandonallsaints.com/>. The digital platform was built using Squarespace, which is a “no-code” web development platform. Adopting this approach has removed the complexity of coding and negated the need for maintenance agreements, which has saved considerable funds for the project.

The website functionality allows for; church operational information, news publication, photo and video hosting, product selling, data collection, email marketing, event publication and contact form.

The content contained on the website has produced a number of exciting outputs, including a detailed photo record of the site, drone footage, a unique bell ringing video, and a home for a range of detailed information about the history of the church and its community.

Throughout the planning phase, guided by the digital consultant, the website content has been developed by the Heritage Committee and the wider volunteer groups. This ensured fair representation and inclusivity across the site and allowed all parts of the All Saints' community a digital voice.

The evaluators have highlighted some key learning points for the church's website and have been monitoring website traffic:

- Website traffic started from zero, which is a challenging starting point.
- Since September 2023 - May 2024, the site is now consistently drawing an audience of circa 300 unique views per month. Most of these are returning visitors of the previous months, which is demonstrating audience retention.
- Christmas drew a larger than normal audience, which suggests a possible seasonal trend for the Church's audience.
- More than 60% of users are accessing the website via mobile devices.

- Direct access is the most popular way users are accessing the website accounting for circa 50% of traffic, with search (Google, Bing, etc) accounting for circa 40% of traffic.
- Less than 10% coming from referral (third party) sites like A Church Near You or social networks.
- Social media is a notable weakness (<2% of traffic). Industry standards have social media typically driving around 20% of web traffic. The Heritage Committee are exploring training for this during the delivery stage. This is a vital development for the delivery stage and part of the volunteer training.

The biggest takeaway from the website is how well the team on the All Saints' Committee have adapted to being involved in the creation, population and on-going maintenance of their website, with many of them never having built or managed a site before. This successful Committee involvement has ensured that the legacy of the digital property will continue after the consultant's departure from the project.

4.3.8. Burial Records

An exciting opportunity which has arisen during the development stage relates to the burial records. A member of the Heritage Committee has, in his retirement, compiled a pen and paper list of over 3,000 burials in the churchyard, and created drawings of these. Prior to, and during the development stage, these were put into an electronic form, partly through outsourcing and partly through volunteer effort. The Heritage Committee intended to make these records available through the church's own website.

In exploring ways to manage the data privacy and commercial exploitation risks, the project's Digital Consultant came across a national project, the National Burial Grounds Survey, to which individual burial records can now be added. As All Saints' Church wishes to make their records nationally and internationally available, this approach was further explored, and a provider identified who can digitise the existing records and make them accessible for genealogists and others. The project's Digital Consultant carried out due Diligence



on AG International and there is a proposal for this company to digitise and provide public access to the burial records as part of the Delivery Phase.

4.3.9. History Group

The History Group came about from the inspiration of the National Lottery Heritage Fund to widen the audience for the heritage of All Saints, and it built on the very successful Heritage Open Days the church had held in previous years. This group, along with the Lifelong Learning Group referred to earlier, have replaced the original intention to create a History Ambassador Group.

From a start in November 2023, 5 Group meetings have been held with participants increasing from 9 to 16, with 10 of these not being members of the congregation. The Group are very enthusiastic, with 6 being trained to act as Group Tour Guides for the many tours that have been delivered and expectation of more during the project's delivery stage.

The research has centred on the notable families that have had an impact on the church interior over the last 1,000 years with several interesting charts being produced to explain the evolution of the church and the inter-relationship of the families from the Norman families. This has led to the connection to 2 churches founded at the same time, resulting in a visit arranged to St Peters in Alstonefield, previously the recipient of a NLHF grant, to learn more about our mutual history of that time. We have spoken with the churches to see how they currently share information with visitors and have used their booklet approach as the basis for our thinking.

4.3.10. Walking Groups

All Saints Church, Sandon already had a number of successful route maps for local walks. The team were keen to build on this and also to understand the motivations and requirements for local walking groups. The Committee undertook consultation with a number of local groups and had responses from Chase & District Ramblers Groups, Stoke and Newcastle Ramblers and Staffordshire Long Distance Walking Association. Feedback highlighted that groups were less likely to want to be part of a guided walk but were keen to access the church as part of a walk. Marketing options and building an understanding of the



availability to do this will be key. Many of the groups were not aware they could make these arrangements or visit the church. Further advertising the Sandon Church walks will also support this.

It should be noted that, within the wider public consultation, individuals have highlighted a desire to join guided walks. All Saints' organised a minimum of 2 walks in the surrounding countryside. The Winter Walk attracted 34 people and the Bluebell Walk 59 people who all enjoyed the experience and came back to the church for tea / coffee and cakes with many being given guided tours of the heritage inside the church. This was shown to be a success for seasonal walks and so the activity programme will include two walks a year that members of the public can join.

4.3.11. Group Visits

A key success of the development stage has been the interest in private tours for a range of groups. The church has undertaken 4 pre-booked history tours for a total of 57 people during the development phase, in addition to briefing 3 bellringing groups who visited primarily to bell ring. Overall, the feedback received has been overwhelmingly positive and further bookings are already in place. This presents a range of opportunities to further develop this strand.

4.3.12. Churchyard Plan and Biodiversity

The Churchyard Biodiversity Plan and its development has really grown during this initial stage of the project. The church team have been supported by Chris Seabridge, a professional Farm Environmental Adviser based in Stafford, who produced a management plan to support wildlife within the churchyard. Nigel Wilson of the Heritage Committee pulled these two resources together to support the planning in this area, which presents several recommendations and costings. The project also sought support and input from Staffordshire Wildlife Trust (SWT) who advised on key areas of development and activity options. A copy of this can be found in Appendix 8.

The delivery stage aims to build on this work with SWT to create new

hedgerows and engage local communities with these activities. A range of activities will present exciting opportunities for visitors and local schools to understand the local environment better and get hands on with creating new homes for nature.

4.3.13. Wellbeing Activities

As part of the project, the Heritage Committee were keen to develop activities that were already taking place to use the church as a reflective space. This proved to be challenging due to a number of restraints on partners involved in the project, resulting in the team changing approach. In particular, the team decided to step back from the NHS element of the project. Heritage Committee member Janet Dawson has developed connections with the local NHS Healthcare Trust (NHS for Mental Health). This led to an offer from Lord Harrowby to make Sandon Hall available to NHS staff on the back of the stress and burnout caused by working through the pandemic.

The first two sessions of this trial were held at the Hall using NHS staff to facilitate. These sessions both received positive reviews, with 40 people attending the first session and around 60 at the second on the back of positive feedback received from the initial session. This project is a work in progress which is establishing itself at Sandon Hall with the ambition to include visits to the church as part of the wellbeing days. The possibility of historic walks around the park during the summer months, with All Saints Church, Sandon identified as a place of historic interest to include in the route has been suggested. Whilst this work will still continue, it will not form part of the delivery stage as it is subject to a significant number of factors outside the team's control.

Furthermore, the MOD have previously used the church in the past as a reflective space and an opportunity for participants to learn about their place in the bigger story of military history in Britain over the past 1000 years. Discussions during the development phase have resulted in a plan to further develop these sessions which are designed to prevent/combat post-traumatic stress amongst troops. It is planned

to hold sessions more regularly and extend the time to include a formal mindfulness element. In addition, to continue to bring about these benefits, and build on them, the Committee were advised to make further links with the base's Welfare teams and reach out to the families of personnel also living at MOD Stafford. Discussions with the team have identified further opportunities with this, such as:

- Family events / activities: the Welfare team note that these could be popular as, when the troops are away, the parents left behind are usually fully occupied in caring and working day to day, so opportunities to do something relaxing away from home would be welcomed.
- Volunteering: there may also be interest in volunteering, including biodiversity. This would largely be centered around support in the churchyard and predominantly focused on manual labour. This would be an opportunity for the troops to give back to the local community.
- Walks / wellbeing activities: the Welfare team flagged that there may be interest in walks / wellbeing activities.
- Development opportunity: many of the troops will not have engaged with further education, so the team noted that they could pick something up to research and then present their findings to the group. The troops may also be interested in supporting with guided tours. These activities will be good for developing skills and confidence, particularly for the junior officers.

4.3.14. Volunteers

The project has involved a significant number of volunteer hours. The project is led by the Heritage Committee who are all volunteers. All Saints' Church, Sandon have 38 volunteers in total, the majority of whom identify themselves as members of the congregation or church-goers who help, rather than as volunteers.

These volunteers support the church the following roles. The number of different individuals performing each role are indicated in brackets.

Many individuals perform a number of different roles:

- History guides and Stewards (6)
- Events assistants (12)
- Assisting with Church services (18)
- Assisting with nursery and education sessions (6)
- Catering, tea and coffee provision (6)
- Grounds and church maintenance and cleaning (9)
- Bell ringers (15)
- Communication (4)
- PCC (12)
- Heritage Committee (5)

A number of volunteer roles have been developed in the development stage alongside robust volunteer policies. Support Staffordshire has supported All Saints Sandon to develop their approach to this and continue to support with the recruitment of volunteers. We have recruited 9 new volunteers in the development stage of the project, and 11 volunteers who were already active in the church have taken on new roles. In total 1,564 hours of volunteer time were contributed to the project, which equates to £31,265 based on £20 per hour.

The evaluation team undertook consultation with volunteers and participants to understand their experience volunteering as part of the project and key feedback is highlighted below:

- 90% of volunteers and 67% of History Group members already came to the church regularly for worship before being involved as a volunteer and only a small percentage of each group didn't know anything about the church and had not visited before.
- The main motivations for volunteers and History Group members are about helping out, learning skills and meeting new people. History Group members also wanted to develop their historical research skills.
- Most volunteers are broadly happy with the provision of training, support etc.

- In terms of impact, volunteers, and History Group members most strongly report new friendships, a sense of community and self-confidence.

From this we know a push in recruitment using external advertising will be key to bring in a wider range of people to the roles and the team are working closely with Support Staffordshire on this. Training needs to be put in place to respond to individual needs. There is a current process in place for new volunteers but an opportunity to add on additional options. Training identified during the development stage includes digital skills, customer service skills, and external tour guide training.

4.4. Changes from Round 1 to Round 2

The development stage has changed a number of aspects for the activity programme. These are outlined in the table below:

| Item | Round One Application Costs | Current Position Costs | Change | Comments |
|------------------------------|-----------------------------|------------------------|---------|---|
| Website | £0 | £5,000 | £5,000 | During the course of the development phase, a link was made with a national burial records project. AG Intl are developing a national online record for church burials alongside the Church of England. The database allows a number of different information sources, including records, images and mapping, to be pulled together in to an interactive tool. The system also offers a protection of research information which is an element that has proved a challenge for us during the project's development phase. The church would also be the first in the region to use the software. The increase in costs would cover the external company's charges for the mapping. |
| Informal Wellbeing Days | £0 | £5,000 | £5,000 | The NHS partnership is slow moving, whilst the church are still in conversation with them, we are not anticipating this to be a major part of the project. However, the partnership with MOD Stafford has developed considerably and plans are in place to run a range of activities with personnel and their families. |
| Outdoor Activities Programme | £0 | £5,000 | £5,000 | The plan for the churchyard has been a real plus for the project and has been supported by a number of organisations. The church now has a clear route forward for ensuring their space maximises and supports local biodiversity, as well as providing an opportunity for visitors to take part in activities learning about local wildlife. |
| Interpretation/Signage | £8,000 | £18,000 | £10,000 | The project has explored how to increase road signage. Feedback highlighted that many people were unaware the church was there. Staffordshire County Council have provided a cost estimate of £10,000 and we are currently going through the permissions process with them. |
| 1000 Years of Heritage Event | | £5,000 | £5,000 | The History Group's research has led to the development of a new strand of sharing the history of the site. Whilst this is still developing through the research, it is a real opportunity to share how the church tells the story of the local area and the people who have shaped it. |
| Heritage Ambassador Group | £0 | £0 | £0 | No change to the budget; however, the group has evolved and changed focus. This has split in to two groups on leading on research and input from those with technical expertise (the History Group) and the Lifelong Learning Group. The Lifelong Learning Group is focusing on the formal education offer, working with key partners to develop the outputs. |

5. Delivery Stage - Activity Plan

5.1. Overview

The delivery stage activities build on the work to date but aims to do so at a rate that is sustainable and manageable for the church to continue after the project ends. Ensuring the project has a legacy and creates lasting change in particular around the opening and access to the church is a vital measure of success.

5.2. Priority Audiences

The audiences have been carefully refined during the Activity Planning process as a result of our consultation and feedback:

• Target Visitors

- o General Public with in a 20-minute drive time
- o Families with children aged 5-11, including with SEND.
- o Locals, day visitors and tourists
- o Digital Audiences- In particular Genealogy and history enthusiasts from across the UK

• Target Beneficiaries – audiences where there is an opportunity for the All Saints' Sandon activities to support groups with key specific local needs, or who have not previously engaged:

- o Schools
- o MOD- Families and Serving Personnel
- o Isolated rural communities

Key to our project and communities is the recruitment of volunteers and we are identifying them as a key target audience.

• Volunteers – increasing volunteers but also supporting current volunteers to develop a wider range of skills.

The audiences above are identified as key audiences as our research has stated we have significant opportunities to engage more people from these areas. Our target beneficiaries are audiences that we feel the project can make significant contributions to in new ways not currently available.

5.3. Project Outcomes

Inclusion, participation and access:

- 1) Improve access for all through both physical and digital mediums.
- 2) Improve opportunities for active involvement and participation by creating opportunities for local communities to engage with a number of activities and programmes.
- 3) Support the creative use of digital technology to make heritage more accessible and enjoyable and promote better access.
- 4) Improving access to both personal and shared histories through better interpretation, digitising burial records and a varied activity programme.

Saving heritage:

- 1) Protect, conserve and repair key unique features in the church that are at risk of loss.
- 2) Stop water ingress to the church impacting key features thus improving environmental conditions for the wall art.

Protecting the environment:

- 1) Reduce the organisation's impact on the environment embedding environmental principles and seeking advice from Fit for the Future and Caring for Gods Acre.
- 2) Deliver a Churchyard management plan to enhance the local environment.
- 3) Work with Staffordshire Wildlife Trust to develop a programme of activities that both enhance the site but provide learning and outdoor activities for our community and visitors.

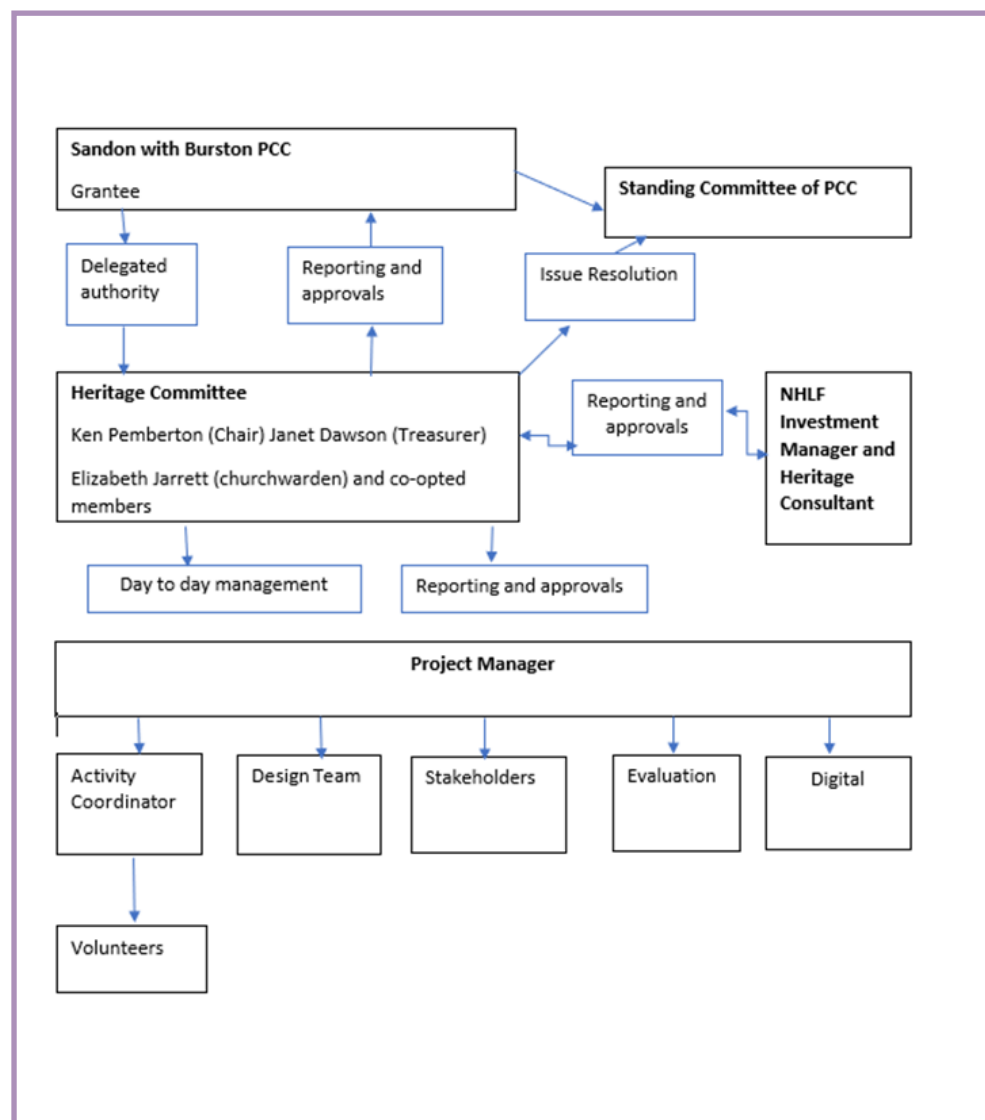
Organisational sustainability:

- 1) The works will enable the church to remove significant risk factors.
- 2) The development of the management and maintenance plans and CMP ensures the site is better understood and well managed thus reducing significant financial pressures on the church. This allows them to put in place robust financial management plans to support the long-term protection of the building.
- 3) Build capacity, skills and expertise through the delivery of the volunteer and training programme.

5.4. Resources to Support the Activity Plan

5.4.1. The project delivery structure

The project delivery structure will develop from the project development structure. The following diagram shows the proposed project management structure for the delivery for the project. The structure is an evolution of the development structure.



5.4.2. Project Management (Delivery Phase)

The Heritage Committee will lead the project with the support of the professional team. The activity coordinator will lead the activity elements and report to the committee. Clean lines of communication will be established for the project. The project will have monthly meetings to review progress and will meet more frequently as required.

5.4.3. Activity Coordinator

An Activity Coordinator will be appointed to be responsible for the delivery and implementation of the activity plan including the education and outreach programmes, community engagement and heritage skills training. The Coordinator will ensure that the volunteers are fully engaged and will enable the volunteers to take responsibility for continuing the public engagement with the project when the post comes to an end.

A tender process to recruit an activity coordinator will take place at the start of the delivery phase. A copy of the tender document can be found in Appendix 9.

5.4.4. Marketing

The development phase has highlighted the need for a clear marketing plan and advanced notice of all activities. The heritage committee will work closely with the activity coordinator and digital consultant to develop a robust marketing plan, in particular looking at ways to use social media to support activities will be vital. The project has added this to the activity coordinator brief and hopes to appoint someone who can advise in this area.

5.4.5. Memberships

All Saints' Church has joined both Fit for the Future, Caring for Gods Acre, Support Staffordshire, and the Heritage Trust Network as members. The advice and knowledge from these organisations have helped shape key outputs. These memberships will be continued and resources used.



5.4.6. Supporting Organisations and Contractors

The project will draw on expertise of local partners and work closely with them. These partners include:

Staffordshire Wildlife Trust- Local wildlife charity. Established in 1969 they are dedicated to protecting the county's wildlife and wild places. Staffordshire Wildlife Trust is the county's leading nature conservation charity. They have around 130 members of staff, who are guided by a board of trustees and supported by a network of volunteers.

MOD Stafford- Home to the 22 Signal Regiment, 16 Signal Regiment, the Tactical Supply Wing (RAF), and the Stafford Support Unit, plus several smaller lodger units. There are over 2,000 individuals directly related to MOD Stafford, either as Service Personnel, family of, or civilian personnel. In particular the team are working with the Padre and the onsite welfare team.

AG Intl - Formed in 2009, AG Intl Ltd is a family-owned business with headquarters in Cumbria specialising in recording the assets of burial grounds in the UK and around the world. They create new, accurate and up-to-date maps of everything in a churchyard or cemetery, including taking photographs of memorials and headstones together with images and indexes of associated records. They provide a secure, easy-to-use, interactive web-based map system to hold and protect your records. Information is easy to search and view, reducing the time taken to find what you are looking for. Simple tools enable users to add new records and photographs, search for information, record biodiversity, carry out health and safety inspections and much more.

Support Staffordshire - An umbrella organisation providing support to -Staffordshire communities, individuals and organisations to work in collaboration to bring about positive change in their community by actively encouraging Social Action. They support organisations to recruit and manage volunteers as well as support peer to peer learning.

5.4.7. Risk Management

The key risks to delivery of the Activity Plan have been identified and mitigated as follows:

| Risk | Impact | Risk owner/s | How managed |
|---|--------|--|--|
| Inability/difficulty to recruit to the activity Planner | H | All Saints Sandon | <ul style="list-style-type: none"> Promote the opportunity widely Accurate and compelling Tender document Fee at market levels |
| Inability to recruit volunteers to support activities | H | Activity Coordinator / Heritage Committee | <ul style="list-style-type: none"> Creation of new volunteer roles to diversify volunteer base Work closely with existing volunteers to recruit new ones and expand remit of existing volunteers Broaden techniques to recruit volunteers (e.g. Introduce a friend to volunteering, advertise at Jobcentre) Ensure volunteer roles are clearly defined Include thank you events, rewards and incentives for volunteers Volunteer training programme and structured induction so that volunteers are empowered to carry out their role Ensure volunteer expenses are offered |
| Lack of audience participation in activities and events | H | Activity Coordinator / Heritage Committee | <ul style="list-style-type: none"> Clear view of target audience needs and preferences based on consultation and ongoing feedback New events and activities delivered with partnership organisations who bring their own audience groups Effective marketing of new activities |
| Safeguarding consideration for family/School events | H | Activity Coordinator / Heritage Committee | <ul style="list-style-type: none"> Safeguarding policy is in place DBS checks for key staff and volunteers |
| Heritage Committee Capacity | H | Activity Coordinator / Heritage Committee/ Project Manager | <ul style="list-style-type: none"> Ensure clear roles and responsibilities defined and reviewed throughout project. Clear mitigation plans for further support as required. Recruitment of more volunteers in to key roles. |
| Volunteer capacity | H | Heritage Committee | <ul style="list-style-type: none"> New Activity coordinator to be in place. Increased wider volunteer support. Work with partners to pool extra resource |

5.5. Action Plan

All Saints' Sandon Activity Plan sets out a diverse programme to target different key groups and achieve different outcomes. A full copy of the action plan can be found in Appendix 10. This section is intended to act as an introduction to the Action Plan, providing greater detail in terms of what will be delivered, how it will be delivered, who will participate and what the outcomes will be.

5.5.1. Summary of Volunteer Time

The project has exceeded its volunteer hours. To date, the project has had 1,564 hours of volunteer time, which equates to £31,265. For the delivery phase, we have an estimated volunteer contribution of 2,250 hours, with a value of £45,000.

5.5.2. Growing Our Visitors

Fundamental to the project is growing our audiences and also ensuring repeat visits. Growing our visitors strand aims to deliver a range of activities, talks and tours that develop a vibrant environment for visitors to experience. The programme builds on success from the development stage around group visits and the interest in site talks and tours. It also targets our family activities to make good use of time and resources. Our target audience for this are:

- Local families
- Residents of Staffordshire
- Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR)
- MOD Families based locally
- Local Residents
- Current Audiences.

5.5.3. Digital Reach

The project has always been aware the location of the site presents challenges. Using creative digital approaches has enabled the project to reach new audiences and share the site benefit. This will develop significantly in the delivery strand with the tour and burial records becoming available. The website data shows that 90% of all visitors are from the UK, with particularly large demographics coming from the local region of Staffordshire (circa 30% of all traffic) and Birmingham

(circa 10% of all traffic). The site data also indicates some regional interest from Southampton, London and Liverpool. Now All Saints' has some baseline data, going forward our target audiences (in priority order) for evolving this strand are:

1. Local Residents
2. Local Schools, Colleges and Universities
3. Individuals or groups interested in heritage, architecture and listed buildings, and local history groups.
4. National and International audiences

5.5.4. Education

There proved to be significant interest in our education offer in the development round. Bespoke lessons plans were developed and altered for each group's needs with input from education professionals. Costs and access proved barriers for attendance and the project helped remove those. Some schools may be willing to ask for financial support from parents to enable the activities and this will be explored in the delivery stage to ensure there is a legacy plan in place. Our target audience for this element are:

- Local residents, Volunteers
- Schools in Staffordshire, primarily those in the 20-minute drivetime but expanding further, including those with a high pupil premium (eFSM)
- Oak Tree Farm and we have identified another partner organisation who have shown interest.

5.5.5. Sharing Our History

The 1000 years of history theme has come from the history groups research in the development phase. Their commitment to preserving and celebrating our cultural heritage has been the cornerstone upon which this exploration of All Saints' Church's 1000-year history rests. Their contribution has allowed us to delve into the annals of time, uncovering the major historical chapters that connect us to our past.

Key feedback from consultation was creating a range of means for visitors to understand more on the site. They have requested this in a range of formats both physical and digital. In addition, the history group is well established and already developing content to share. The delivery phase will benefit from the input of professional help to support this area in the form of a designer. Ensuring the interpretation is sensitive to the site is vital. Our target audiences for this work are:

- Local residents
- Volunteers
- Local history enthusiasts
- Families
- Education settings - Schools, Colleges, Universities
- All site visitors

5.5.6. A Space for Reflection

Further building on the relationships in place the delivery phase will include a range of opportunities to develop the space for reflection. This will be led directly by the MOD to ensure it meets the needs of personnel using the space. All Saints' Sandon will work closely with MOD Stafford to develop this programme.

5.5.7. Our Church, Our Environment

This strand of the project has grown and created an opportunity to develop further activities that both support the local environment but also gives visitors chance to learn more about supporting local nature. This strand will be supported by Staffordshire Wildlife Trust and our target audiences are:

- Local area
- Schools in Staffordshire, primarily those in the 20-minute drivetime but expanding further, including those with a high pupil premium (eFSM)
- Volunteers
- MOD Personnel and Families

5.5.8. Sharing our site

Feedback has highlighted the need for improved signage and marketing for the Church and activities. This will be key to achieve many of the above ambitions.

5.6.9. Volunteers

The project is led and delivered primarily by volunteers. Ensuring we can grow this capacity but also engage a wider range of local community members is key for both the project's success and long term ambitions. Clear volunteer policies are in place as well as job descriptions. Volunteers will be supported and thanked and have the opportunity to access a range of training and skills development.

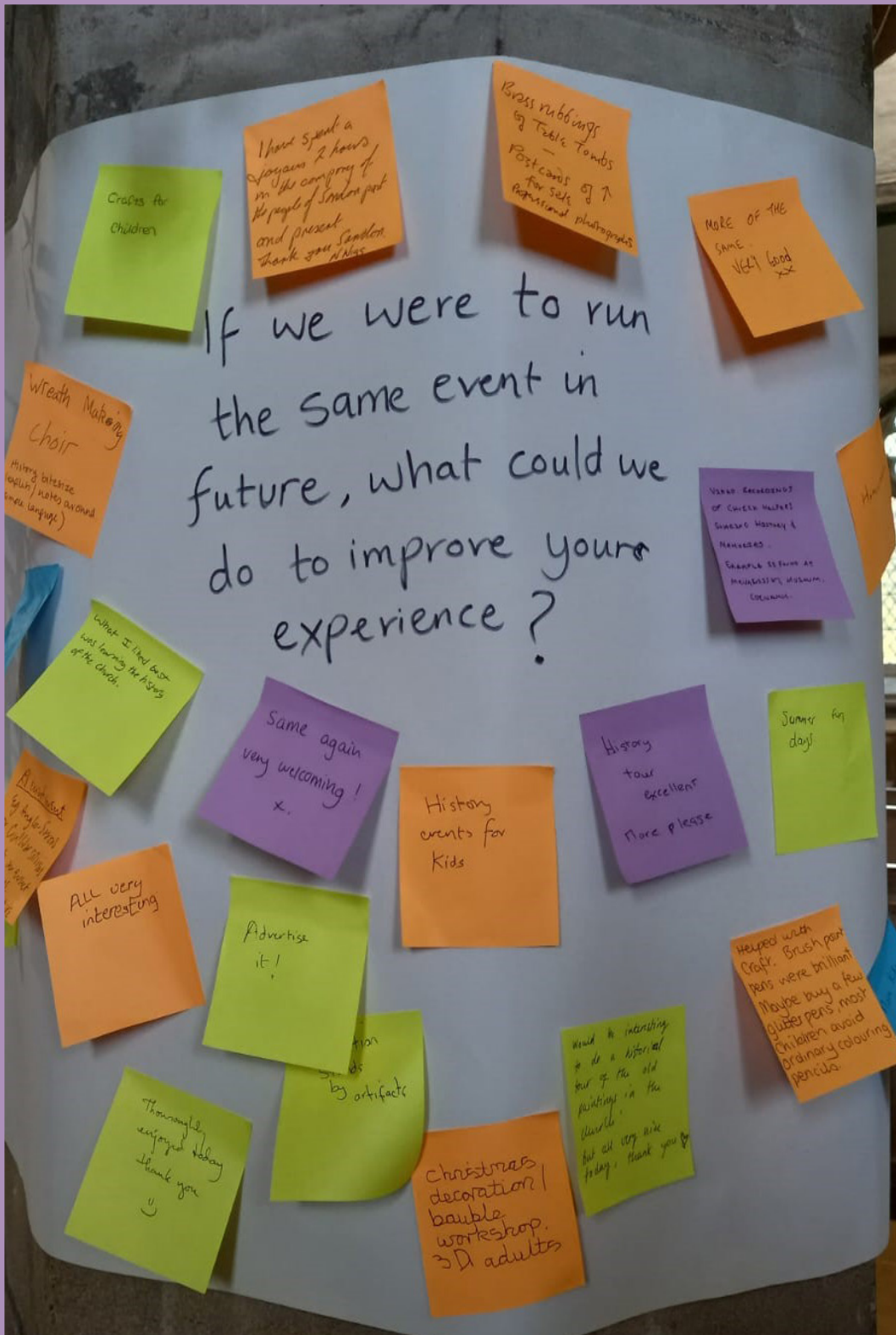
6. Evaluation and Monitoring

During the development phase we have worked with the evaluation team to ensure:

- a consistent approach to evaluation and data collection,
- learning opportunities are embedded in the project and that
- we take diverse perspectives into account.

This is not only considering the project outputs but also our individual and collective learning. This is key to both the project's success and us understanding our own approach to improve in the delivery stage. The evaluation to date has already supported significant changes in approach and reflection on what's worked and hasn't, which have influenced the Activity Plan. In the Evaluation Framework for the delivery phase, our consultants are proposing that biannual Lessons Learned questionnaires and facilitated sessions with the Heritage Committee and consultant project team (with partner organisations when appropriate) take place to support our continuous learning and improvement of project outcomes.

During the development phase, the evaluation consultants worked closely with the Activity Coordinators to agree baselines and establish data collection methodologies and responsibilities for all



activities. We propose that a similar approach is taken in the delivery phase. Responsibility for data analysis has not yet been allocated in the framework. This will be agreed jointly between the Evaluation Consultants and Activity Lead at the start of the Delivery phase, since different aspects may make sense to sit within each role, depending on how the roles are structured. Similarly, responsibilities for monitoring the impact of Social Media will be reviewed and allocated accordingly, once all consultants for the delivery phase are in post.

Tools developed during the development phase will be reused in the delivery phase with minimal change, e.g., comments cards, questionnaires in SurveyMonkey, questions used to capture demographic information, and the spreadsheets used to record volunteer hours. This will ensure continuity between the two phases, and also that the Church is able to retain all the relevant data and measure progress.

The evaluation aims to:

- Monitor project progress to ensure adherence to the Approved Purposes.
- Assess the project's alignment with its targets, encompassing both capital works and the Activity Plan.
- Examine the project's effects on heritage, individuals, and communities.
- Evaluate and comprehend the project's successes or shortcomings.
- Provide space for review and contemplation, facilitating potential adjustments to the project as needed.

The evaluation is shaped by a robust framework and underpinned by a logic model. This can be found in detail in the Evaluation Framework.

7. Budget

The budget costings are based on a number of quotes, research on costings and experience in development phase.

| Activity | Description | Net Costs | VAT | Total Costs |
|-----------------------------------|--|----------------|----------------|----------------|
| Group Tours | Refreshments for 12 tours - £20 per tour. | £240 | £48 | £288 |
| Talks | Cost for additional equipment to improve sound quality and projection use | £1,000 | £200 | £1,200 |
| Walking Tours | Refreshments for 4 walks | £80 | £16 | £96 |
| Heritage Trail | Costs include copy writer, design and printing of 500 booklets | £1,990 | £398 | £2,388 |
| Family Trail | Costs include design and printing of 500 booklets. | £1,150 | £230 | £1,380 |
| Themed Family Fun days | 2 days per year linked to other activities. Costs for art materials and Refreshments Marketing costs picked up in marketing budget. | £480 | £96 | £576 |
| Heritage Open Weekends | 1 per year in 2025 and 2026. Costs to cover additional printed material to meet annual theme. Costs taken from printing costs for other activities. | £1,500 | £300 | £1,800 |
| MOD Family Activities | Opportunity for family activities of serving personnel based locally | £390 | £78 | £468 |
| 1000 Years of History Event | Full weekend of activities including musical performance, talks, tours, activities. Costs For activities, refreshments, printing. Equipment and marketing picked up in wider budget | £3,600 | £720 | £4,320 |
| Website | Role will include adding new content to the site and supporting delivery of tour. Tendered in Development stage for both parts. | £4,000 | £0 | £4,000 |
| Burial Records | Quote provide by AG INTL | £3,916 | £783 | £4,699 |
| 360 Virtual tour | Tour with interactive points for visitors both off and on site to leave more about the church. | £2,500 | £500 | £3,000 |
| School Resources and Visits | Payments for transport to support local visits which proved a significant barrier for rural schools. | £7,000 | £1,400 | £8,400 |
| Informal Adult Education Sessions | Working with Oak Tree Farm to provide opportunities to develop new skills such as homes for wildlife, research skills and tours of the site. | £2,000 | £400 | £2,400 |
| Sandon History Book | Cost for design and printing. | £2,750 | £550 | £3,300 |
| Internal Interpretation | Internal interpretations includes QR codes that link to further information via the website. QR codes will not be fixed but removable. Wi-Fi is installed on site to support this as well. They will include paddle board interpretation that can be used for both tours and open days. These will be in a range of formats to support visitors with access needs. | £8,000 | £1,600 | £9,600 |
| External Interpretation | New signage will be placed externally on boards at the entrance to the site | £4,000 | £800 | £4,800 |
| MOD Space for Reflection | Working with the Padre to create a space for reflection on key dates agreed with the MOD. Site will be handed over to MOD to support MOD members at risk of or suffering from PTSD or in need of a quiet space. | £200 | £40 | £240 |
| Churchyard Plan and Development | Programme of activities and works to create a home for nature around the site. Programme includes wildflower meadow, mowing schedule, homes for nature and temporary interpretation for both the wildlife and stories of the church | £5,000 | £1,000 | £6,000 |
| Bio Blitz day (2025, 2026) | A species identification day supported by Staffordshire Wildlife Trust (SWT) | £400 | £80 | £480 |
| Hedgerow Creation Programme | Costed and Supported by Staffordshire Wildlife | £600 | £120 | £720 |
| School Outdoor Education Visits | School programme supported by SWT to encourage local children to learn about nature in their area. | £2,000 | £400 | £2,400 |
| Site Wayfinding Signage | Staffordshire county Council to install new signage from road. | £10,000 | £0 | £10,000 |
| Volunteer Expenses | | £2,000 | £0 | £2,000 |
| Volunteer Training | | £5,000 | £1,000 | £6,000 |
| Memberships | Gods Acre, Fit for the Future | £900 | £180 | £1,080 |
| Equipment | To include new installations for equipment, volunteer uniform, name badges etc. | £4,000 | £800 | £4,800 |
| Marketing | To support antibody programme and project. | £4,000 | £800 | £4,800 |
| TOTAL | | £78,696 | £15,739 | £94,435 |

8. Legacy and Sustainability

This project will provide the foundation to sustaining the church through the development of the audience base as well as the operational processes needed to continue after the project ends. During the project we will create a management and maintenance plan for the heritage assets within the church as well as a yearly timetable of checks to ensure the property's services are working efficiently. Additionally, inspections by way of the quinquennial reports are factored in as part of our commitments to ensure proper guardianship of the church heritage.

Key to the longevity of the church is the widening of our audience base and ensuring levels of engagement stay at the same or at a greater level than the final outcomes of the project.

The development phase really highlighted to the Heritage committee a number of pressures with a major project. A huge amount of volunteer hours have contributed to the project, significantly over what was first envisaged. With this in mind the delivery phase activity plan carefully considered how the approach could be sustainable moving forward. Whilst volunteer recruitment in the development round was successful it should be noted this is as a direct result of the heritage committee and wider church congregation reaching out through their contacts and networks. Cold volunteer recruitment has not produced the same results and will need to be closely monitored in the delivery phase. For the project successes to continue post project, in particular the increased activities and opening hours, a key success of the delivery will be to ensure it is manageable.

The benefits of the project will be sustained into future years after the funding has finished in several ways:

- The digital resources and creative output generated by the project will continue to be available online, and as a resource for further activities, after the funding has finished.
- The activities built into the Activity Plan have been directly informed by audience consultation and local research, and will

be designed to be as relevant and appealing as possible to target groups, helping retain and grow these audiences.

- All Saints' Sandon will become stronger and more resilient following the period of organisational development that this project will bring. New volunteers will be recruited, and the volunteering programme restructured to be more effective.
- Schools will begin to see All Saints' Sandon as a local education resource to explore a range of topics. They will have the flexibility to engage with the heritage online, through self-led visits, or through visits facilitated by trained volunteers.
- The project will work closely with local community partners to ensure reciprocal benefits, pool resources, reach key target audiences and meet joint local strategic objectives for maximum impact.
- Activities focused on families with children, and young people, will ensure new generations are engaged with All Saints' Sandon.
- The training provided as part of the project for staff and volunteers will significantly contribute to the legacy of the positive outcomes of the project, enabling them to be sustained beyond the project through the increased skills, understanding and experience of the volunteers.

APPENDIX TEN

| Activity: detailed description | Target audience for activity | Benefits for People | Investment Principles | Resources | Costs in project budget (Excluding VAT) | Timetable | Targets & measures of success (we will ask you to evidence your achievement against these targets in your evaluation report) | Method(s) of evaluation |
|---|---|--|--|---|---|---|--|--|
| Growing our Visitors | | | | | | | | |
| Group Visits- Pre-booked guided tours and talks e.g. for walking groups, WI, Rotary, U3A and similar | Local history enthusiasts National Trust Groups Friends of County Archives Groups Higher Education settings - Colleges, Universities | Bespoke tours and events for groups will focus on key elements of the church's heritage. This will engage audiences in a new and personalised way. It will also enable audiences to have an increased understanding and awareness of site. | Inclusion, Access and Participation. | Activity Coordinator Volunteer time Heritage Committee Time Refreshments | £20 per visit for refreshments = Total Costs £240 | Bookings to be taken for 2025-2027- Continue after the project | 5 Group tours in 2025 7 Group Tours in 2026 80% of attendees rate tours good-excellent 80% of attendees would recommend | Surveys Visitor Data Booking Numbers |
| Talks by the professional team undertaking glass repairs, coat of arms works and monument. We are planning 2 events during 2025, towards the beginning and end of the contracts. Timings will be confirmed upon appointment of the teams. These talks and demonstrations which may be captured on video, will highlight the works | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) Local interest groups | Engaging and informative programme of talks for residents and visitors to learn more about the church and restoration practices | Inclusion, Access and Participation Saving Heritage | Professional Team Time Volunteer Time Marketing Materials | Additional Equipment to support talks including additional speakers -£1000 | Talks to take place mid 2025 and the end of 2025/early 2026 | Number of Talks Ratings | Surveys Visitor Data Attendance Numbers |
| Walking Tours - Heritage based walking tours of local area | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) Local interest groups | Opportunity to take part in a small, safe walking activity close to home, with the opportunity to socialise with people and raise awareness of changing landscapes and history | Inclusion, Access and Participation. | Activity coordinator Volunteer time Heritage Committee Time Refreshments | Small budget for refreshments - £80 | 2 walks 2025/ 2 walks 2026 | Number of Walks Attendance Figures | Surveys Visitor Data Attendance Numbers Donations |
| Heritage Trail | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) Local interest groups | Two trails will be developed telling the story of the church. This will build on the trails in development stage and with one focusing on key architecture and features of the building and the second focusing on the social stories and people. | Inclusion, Access and Participation Saving Heritage | Activity coordinator Digital Consultant Copy Writer Graphic Designer Volunteer time Heritage Committee Time | Copy Writer – 2 days at £420 day rate Graphic Designer – 2 days at £375 Production/Printing costs- £400 | Produced for Winter 2025/ Development to start once activity coordinator appointed | Number of users Number of downloads Feedback cards | Website Downloads Numbers used in church feedback |
| Family Trail | Local families | Seasonal family trails that will be available in the church and online. A trail for children and families inside and outside the church incorporating local history. Integration with local geocaching networks to make the trial more interactive | Inclusion, Access and Participation | Activity coordinator Digital Consultant Graphic Designer Volunteer time Heritage Committee Time | Graphic Designer – 2 days at £375 Production/Printing costs- £400 | Produced for Winter 2025/ to deliver in better weather Development to start once activity coordinator appointed | Number of users Number of downloads Feedback cards | Website Downloads Numbers used in church feedback |
| Increased Opening Hours | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) | Increased opportunities for visits to the church. | Inclusion, Access and Participation Saving Heritage | Activity coordinator Volunteer time Heritage Committee Time Refreshments | Budget included in volunteer training and expenses. | Increased Opening in 2026 | Increase opening hours by 25% 20% increase in visitors by end of 2026 10% increase in donations by end of 2026 | Increased opening hours Increased visitor numbers |
| Themed Family Fun Days | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) | Opportunity to take part in a range of fun, engaging, and informative activities to learn more about the heritage of All Saints Sandon | Inclusion, Access and Participation | Activity coordinator Volunteer time Heritage Committee Time Refreshments | Arts and Craft Materials - £400 Refreshments- £80 | 2 x activities in 2025 2 x activities in 2026 | Increase in attendance from 2025-2026 by 30% 80% rate good to excellent 80% would recommend | Increase attendance numbers and ratings |
| Heritage Open Days Weekend (2025, 2026) Themed tours of the church, Bell Tower Experiences and in the future special tours e.g. focusing on the stained glass windows or another aspect of the church's history | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) | Opportunity to take part in a range of fun, engaging, and informative activities to learn more about the heritage of All Saints Sandon | Inclusion, Access and Participation Saving Heritage | Activity coordinator Volunteer time Heritage Committee Time Refreshments | Printed materials as per HOD Theme panels- £750 each year - Total Budget £1,500 | 2025/2026 | Increase in attendance from 2025-2026 by 30% 80% rate good to excellent 80% would recommend | Increase attendance numbers and ratings |

| | | | | | | | | |
|---|---|---|--|---|--|-----------|--|--|
| MOD Family Activities | MOD Families based locally Local Residents | Opportunity for family activities of serving personnel based locally, with option to mix with local residents | Inclusion, Access and Participation | Activity coordinator Volunteer time Heritage Committee Time Refreshments | Art materials - £350 Refreshments £40 | 2025/2026 | Run one event each year Attended by 10 military families | Attendance numbers feedback |
| 1000 Years of History Event | Residents of Staffordshire Day trippers, domestic and international tourists staying in serviced accommodation and with friends and relatives (VFR) | Special event to celebrate the history of the site, it will include guided tours, talks, and activities. | Inclusion, Access and Participation Saving Heritage | Artists Activity coordinator Volunteer time Heritage Committee Time Refreshments | Activities including musical performance £2000, Refreshments £100, Information Printing inc pop up banners £500 Equipment(Included in overall equipment budget) £1,000-£3,600 Total | Oct-26 | Aim for 250 attending across weekend event. | Surveys Visitor Data Attendance Numbers Donations |
| Digital Reach | | | | | | | | |
| Website | Local Residents Local schools, Colleges and Universities Individuals or groups interested in heritage, architecture and listed buildings, and local history groups. National and International audiences | The website is established for the church but further developments and content production are anticipated in the second phase. This will include blogs from the history group, educational support and lesson plans. . The digital consultant was appointed to support both stages. There will be significant additional content | Inclusion, Access and Participation | Activity coordinator Digital Consultant Volunteers and a skilled digital support volunteer willing to support longer-term | £4,000- Tender Fee | 2025/2026 | Website visits grow each year. Content grown by 10% each year. Website regularly updated. | Website Data Feedback |
| Burial Records | Local Residents Local schools, Colleges and Universities Individuals or groups interested in heritage, architecture and listed buildings, and local history groups. National and International audiences | Working with AG Intl using a range of technologies we will create a fully interactive burial record. This will create an interactive visual map to sit along the data. Allowing people to view images, location, and records. The system is getting rolled out across the country and All Saints would be the first in Staffordshire. | Inclusion, Access and Participation | Activity coordinator Digital Consultant Volunteers | Quoted Works - £3,916 | 2025/2026 | Site accessible on website | Website Data Feedback |
| Photography Record | Local Residents Local schools, Colleges and Universities Individuals or groups interested in heritage, architecture and listed buildings, and local history groups. National and International audiences | Photography record of the works and changes on the site. | Inclusion, Access and Participation Saving Heritage | | Part of brief for digital consultant. | 2025/2026 | Number of visits to website page | Available online |
| 360 Virtual Tour - Online 360 degree tour of the church with interactive information points showcasing history of the church | Local Residents Local schools, Colleges and Universities Individuals or groups interested in heritage, architecture and listed buildings, and local history groups. National and International audiences | The 360 degree tour will allow users to walk around the church and will have key elements to link to for further details within the website. | Inclusion, Access and Participation | Activity coordinator Digital Consultant Volunteers | £2,500 | 2026 | Number of visits on website and use of codes. | Website Data Feedback |
| Education | | | | | | | | |
| Lifelong Learning Group Volunteers | Local residents Volunteers | Growth of the volunteer group that support learning activities but also explore new ways to share the story of the church with those in formal education. | Inclusion, Access and Participation | Activity coordinator Lifelong Learning Volunteers Refreshments | Costs included in volunteer costs | 2025/2026 | | |
| School Visitors - Pre Schools, Primary and Secondary | Local schools including those with a high pupil premium (eFSM) Schools in Staffordshire | Opportunity for teachers to use All Saints Sandon to enhance the school curriculum Fun, engaging, and informative schools programme Schools have free school trips | Inclusion, Access and Participation | Activity coordinator Lifelong Learning Volunteers Refreshments | £7,000 | 2025/2026 | 6 Visits in 2025 10 visits in 2026 Teachers rate experience 80% good to excellent Increase in attendance of 40% between 2025-2026 | Visit Data Feedback |

| | | | | | | | | |
|--|---|--|---|---|---|--|--|---------------------------------|
| Legacy: Pre-packaged school sessions and resources Develop packaged sessions and resources for schools based on activities delivered during whole school projects | Local schools including those with a high pupil premium (eFSM) Schools in Staffordshire | New accessible learning offer in Staffordshire for schools which is Fun, engaging, and informative schools programme. Pilot content developed in development stage and to be made widely available. | Inclusion, Access and Participation | Activity coordinator Lifelong Learning Volunteers Refreshments | Costs included in digital consultant brief. | 2025/2026 | Increase of 25% of downloads from 2025-2026 | Website Data |
| Informal Adult education sessions | Oak Tree Farm and and Supported living providers in Staffordshire | Oak Tree farm provides training and supported occupation for adults with learning disabilities. Activities will include tours of the site, opportunities for training in activities such as tours and hands-on opportunities such as developing homes for nature in outdoor spaces. We also have interest from other partners for this strand. | Inclusion, Access and Participation | Activity coordinator Lifelong Learning Volunteers Refreshments | Materials - £2000 | Programme for Outdoor education in 2025 Tour guide / research training 2026 | 6 participants each year. New skills developed. | Feedback and Survey |
| Sharing Our History | | | | | | | | |
| History Group | Local residents Volunteers Local history enthusiasts | Researching the stories and people of All Saints Sandon to share with wider community. Developing research, guide and presentation skills. | Inclusion, Access and Participation Saving Heritage | Activity coordinator Heritage Group | Volunteer expenses- Covered in wider budget | 2025/2026 | Maintain volunteers at current level for 2 years. | Participant and Volunteer Hours |
| Sandon History Book | Local history enthusiasts Education settings - Schools, Colleges, Universities | Compilation and editing of history research. Sharing the story of the church. | Inclusion, Access and Participation | Activity coordinator Heritage Group Professional Team copy writer graphic designer | Graphic Designer- 2 Days £375 Copy Writer - £420 2 Days Printing £1,200 | Summer 2026 | Produce History Book of the history of the church in good quality | Feedback Numbers used |
| Internal Interpretation | All site visitors | Internal interpretations includes QR codes that link to further information via the website. QR codes will not be fixed but removable. Wi-Fi is installed on site to support this as well. They will include paddle board interpretation that can be used for both tours and open days. These will be in a range of formats to support visitors with access needs. | Inclusion, Access and Participation | Activity coordinator Design/Production Team Heritage Committee | £8,000 | Completed by August 2026 | 80% of visitors rate the interpretation good to excellent | Survey |
| External Interpretation | All site visitors | New signage will be placed externally on boards at the entrance to the site | Inclusion, Access and Participation | Activity coordinator Design/Production Team Heritage Committee | £4,000 (works included in capital costs). Fees for printing materials and frames. | Autum 2025 | 80% of visitors rate interpretation good to excellent | Survey |
| A space for Reflection | | | | | | | | |
| MOD Space for Reflection | MOD Serving Personnel | Working with the Padre to create a space for reflection on key dates agreed with the MOD. Site will be handed over to MOD to support MOD members at risk or or suffering from PTSD or in need of a quiet space. | Inclusion, Access and Participation | Activity coordinator Lifelong learning volunteers | £200 to support refreshment provision | 3 events per year (note dependent on active duty) | Spaces used by MOD | Feedback from Padre |
| Our Church, Our Environment | | | | | | | | |
| Churchyard Plan and Development | All site visitors Local area | Programme of activities and works to create a home for nature around the site. Programme includes wildflower meadow, mowing schedule, homes for nature and temporary seasonal interpretation for both the wildlife and stories of the church | Inclusion, Access and Participation Protecting the Environment | SWT Heritage Committee Volunteers | Garden Equipment - £2000 Seeds/New planting £1000 Temporary seasonal interpretation activities- £2000 Total £5000 | 2025/2026 | Improvements in churchyard management Creation of Wild meadow | |
| Bio Blitz day (2025, 2026) | All site visitors Local area | A species identification day supported by Staffordshire Wildlife Trust (SWT) | Inclusion, Access and Participation Protecting the Environment | SWT Heritage Committee Volunteers | £200 for support from member of SWT Total = £400 | 1 event in 2025 and 1 in 2026 | Increase in attendance from 2025 -2026 Increase in biodiversity identified from 2025-2026 | Identification information |

| | | | | | | | | |
|--|--|--|---|--|--|----------------------------------|--|--|
| Hedgerow Creation Programme | All site visitors Local area | Hedgerow | Inclusion, Access and Participation Protecting the Environment | SWT Heritage Committee Volunteers | Hedge Planting event Group Activities Tools and PPE included Half day rate (2 hours of activity) £200 for 1 member of staff Three Sessions £600 | 3 events | Increase in Hedgerow | Metres of hedgerow created |
| School Outdoor Education Visits | Local schools including those with a high pupil premium (eFSM) | School programme supported by SWT to encourage local children to learn about nature in their area. | Inclusion, Access and Participation Protecting the Environment | SWT Heritage Committee Volunteers | 12 sessions, £2000 | 2025/2026 | 12 sessions | Feedback from Schools Feedback for students |
| Volunteering | | | | | | | | |
| Recruit volunteers to support increased opening and activity programme. | Volunteers | | Inclusion, Access and participation Organisational Sustainability | Activity coordinator Heritage Committee Volunteers | Budget included in Marketing for advertising roles. | Throughout Project | 10 volunteers recruitment in 2025 15 volunteers recruited in 2026 | Volunteer hours Volunteer success |
| Volunteer training programme to include skills: eg health and safety, safeguarding, inclusion and disability awareness, digital skills | Volunteers | A programme of training catered to both organisation and individual needs. | Inclusion, Access and participation Organisational Sustainability | Activity coordinator Heritage Committee Volunteers | £3,000 | Throughout Project | Number of training sessions Numbers attending training | Volunteer feedback. |
| Sharing our Site | | | | | | | | |
| Site Signage | Site Visitors Local Area | Brown signage installed by Staffordshire County Council to highlight route to church as its currently difficult to find. | Inclusion, Access and Participation Organisational Sustainability Saving Heritage | Activity coordinator Heritage Committee Volunteers | Quote - £10,000 | Signage installed by Summer 2026 | Brown Sign installed | Images and site traffic |
| Marketing | Visitors Local residents | Marketing to raise profile of church and activity programme. | Inclusion, Access and Participation Organisational Sustainability Saving Heritage | Activity coordinator Heritage Committee Volunteers | £3,000 | Throughout Project | 25% increase in general visitors | Attendance numbers |
| Governance | | | | | | | | |
| PCC Away Day | The PCC | The away day will allow the PCC to review governance and membership, which will support with the sustainability of the organisation. | Organisational Sustainability | The PCC | £500 | Jun-26 | Establishment of long-term plan for the church. | PCC feedback. |

Appendix 2

Programme

