

# HLF Consultant Brief Hull Minster – Fundraising

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## Background to Hull Minster

As a city centre Christian Church our primary purpose is to enable people to gather to worship and to build communities and encounter friendship, fellowship and kindness in a busy city centre location. Hull Minster has been a church since 1285 and was designated a Minster in May 2017 by Archbishop Dr John Sentamu.

As a 13th century heritage building we host a variety of artistic, cultural, community and corporate events, and have a regular programme of education workshops, and outreach activities. We have a knitting group history group and special interest groups such as bell ringers and choristers. We have been developing our tourist offering and now have a commercial cafe and shop open daily in the church.

The Minster is governed by the Parochial Church Council. Within the organisation there exists a trading company, Holy Trinity Trading Ltd., to manage the commercial activity of the church, a second charity, Holy Trinity Development Trust, to organise and administer fundraising, grants and development and a limited company to contract the building work associated with large-scale capital investment.

The Minster has a combined congregation of over 200 over 4 weekly services. In 2017, when Hull was City of Culture, the Minster had over 70000 visitors.

## Recent development

In 2015 the Minster undertook a programme of external improvements in partnership with Hull City Council which saw the redevelopment of the closed burial ground adjacent to the west end of the building. This transformation project resulted in the creation of a large piazza style square on land jointly occupied by Hull Minster and Hull City Council and was part of a larger public realm project undertaken throughout Hull City Centre by Hull City Council. This open space is now a gathering place, and place of beauty where people can simply enjoy the view or gather for festivals, markets and shows, or see large scale public artworks.

In 2017, the Minster undertook two capital projects simultaneously to improve and develop the interior of the building with the purpose of improving facilities for worshippers and visitors and safeguarding the fabric of the nave. Costing approximately £2m the building work comprised

- Removing pews and making them moveable to enable flexibility of usage in the nave
- Repairing and fitting a new central nave roof and undertaking high level stone work repairs
- Installing under floor heating and new flooring
- Installing sensitive lighting
- Installing audio visual and sounds system to support all forms of usage in the nave
- Installing security and fire systems to enable monitoring and safety
- Refurbishing vestry blocks to include accessible toilet and shower
- Creating a café server and installing catering grade kitchen equipment



- Improving storage opportunities through the church
- Designing and installing shop fittings to support commercial retail activity

The capital works have been funded largely from private donations, community fundraising and grants from HLF (GPOW), All Churches Trust, Hull Old Town Grant Scheme, National Churches Trust, The Foyle Foundation, The Holbeck Charitable Trust, Richard Marriott Trust, Roger Vere Foundation, The Joseph and Annie Cattle Trust, Yorkshire Historic Churches Trust and The Bernard Sunley Charitable Foundation.

## Our Project

The resilient heritage project will equip the minster with structures, systems, and management information to enable them to manage the asset for future generations, equip the teams with skills to undertake projects which make the Minster sustainable and help the Minster team to understand, evaluate and plan for future projects.

## Extract of the HLF application

Our project aims to secure the future of our heritage asset, Hull Minster, by reviewing the effectiveness of our organisation, identifying new ways of working, and strengthening the skill set of those working for the organisation. We need to identify routes to developing and maintaining volunteer recruitment, training and development so that we can extend our opening hours and welcome more visitors.

We need to understand what our heritage is and what it can offer. In discovering and curating collections, defining conservation priorities, and engaging with our audiences we will be able to better understand our needs, and better able to develop detailed plans. At the end of the project we will have a better understanding of the range, scale, scope and conservation needs of our collections and be able to identify opportunities present by them.

Through activities such as consultancy, peer mentoring and bench-marking, we hope to undertake an options appraisal of the kinds of business activity and community and education engagement activity that we could undertake. These would be both compatible and sympathetic to the Minster's historic setting in the Old Town of Hull and in its responsibility to be an active and growing church. Our ambition is that the heritage is better maintained and self-sustainable and that our conservation ambitions are supported and funded leaving a legacy of growth and enjoyment.

## Objectives

By the end of the Resilient Heritage Project the Minster should have

- Robust, compliant and well functioning management and boards
- Clear systems and processes across management functions
- Financial management, stability and growth opportunities defined through a business plan
- A range of opportunities to develop and manage compatible activities which strengthen sustainability and growth in numbers of visitors and volunteers,
- Staff and volunteers who are growing in skills and knowledge and are better equipped to manage heritage projects



- Strategic development in the form of a 5 year and 10 year plan linked to research needs, funding opportunities, conservation management and visitor experience and which sits alongside the Mission Action Plan and the minster routines and church year.

## Consultant Role – Fundraising Review

Hull Minster requires a consultant to review and make recommendations and undertake training with key members of staff to develop a strategy for fundraising and suggest approaches to undertaking such fundraising. The aim is to ensure that the Minster can find sustainable income streams to enable and develop activity which makes it, in turn, more sustainable and more resilient. The consultant will work closely with a small number of key individuals whose roles include fundraising and who will work collaboratively with the consultant.

They would be required to

- Undertake research and work with boards, managers and staff to establish best practice in fundraising
- Review the current fundraising activities and suggest improvements, integrated strategies and implementation plans, focussing on short, medium and long term fundraising approaches,
- Use the reports produced by consultants contracted as part of the Resilience Heritage Project to inform plans
- Work with existing staff to improve practice including training and development,
- Introduce staff to fundraising approaches successfully carried out by other organisations
- Set out success criteria for the intervention and suggest ways in which the Minster team can monitor the impact of the strategy in years to come.
- Provide assistance at key milestones and assist in undertaking a post implementation evaluation.

The review will need to be completed by end July 2019 with a follow-up evaluation day within three months.

## Proposal assessment, timetable and delivery

Hull Minster requires a consultant who has experience of fundraising for a wide range of charities that may include cathedrals, or major parish church. The consultant should also have experience with working with small teams who are developing and skills and knowledge.

1. Evidence of successful fundraising management in the charity sector– interview and references
2. Knowledge and experience of similar projects in the heritage sector
3. The person should be skilled in training and mentoring individuals an preparing strategy documents to boards – proposal documents, interview and references
4. Experience of implementing fundraising strategies and interventions collaboratively with in house teams – interview and references
5. Knowledge of HLF project delivery and outcomes and the evaluation process – referral through HLF
6. Personality and approach – interview and references

Consultants may wish to visit Hull Minster for an informal discussion prior to making their tender proposal. Please contact Jane Owen to arrange this. **Submissions should be made electronically with a follow up paper submission to arrive not later than the 21st November 2018.**

Consultants are invited to apply for more than one area of activity and should explain in their proposal how these pieces of work would link together and what the timetable for each would be. The selection and interviews will take place in early December.

## Applicants for this role should include the following information in their proposal

1. Proposals about how the consultant will undertake the work and what the key deliverables might be
2. Key milestones
3. Suggested interventions to assist the Minster team with delivery of outcomes
4. The length of time at the Minster gathering information
5. The preferred modes of working for the consultants or any sub teams they propose to include
6. Descriptions of and referees from similar project
7. The review points and timescales for delivering various elements of the pieces of work
8. Any pieces of work which must be completed or available before the consultant begins.

## Budget

Hull Minster has allocated a provisional budget of £4000 which include fees, VAT and expenses.

## Contact information

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