

# church audit

**faithworks**

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Your first thought on looking at this Church Audit may well be *"I know my church. Do I really need to do this sort of thing? Let's just get on with the task!"*

The Faithworks Church Audit however, is not about navel gazing and wasting time. Nor is it a delaying tactic or an excuse for a little more procrastination before the "real" work of engaging with your community begins. Rather, it represents an essential stage in the planning process which will enable you to meet more effectively the real needs of your community with the resources your church has to hand. As you begin to shape your ideas about your church's future engagement with your community it's essential to start with an accurate picture of where you are right now. You may have a vision to establish a 24-hour-a-day, seven-days-a-week, drop-in and advice centre for young people in an disused pub on your high street. But depending on your resources, perhaps running a twice weekly, after-school club in your church hall for two hours is a good, achievable and manageable first step towards your goal.

As Jesus explained: *"Suppose one of you wants to build a tower. What is the first thing you will do? Won't you sit down and figure out how much it will cost and if you have enough money to pay for it? Otherwise, you will start building the tower, but not be able to finish. Then everyone who sees what is happening will laugh at you"* (see Luke 14:28-29). This Faithworks Church Audit is designed to enable you do just that, to help you make an accurate assessment of your available resources as you begin to build a strategy for action.

It's time to demonstrate that our faith works!



**Steve Chalke**  
Founder of Oasis and Faithworks

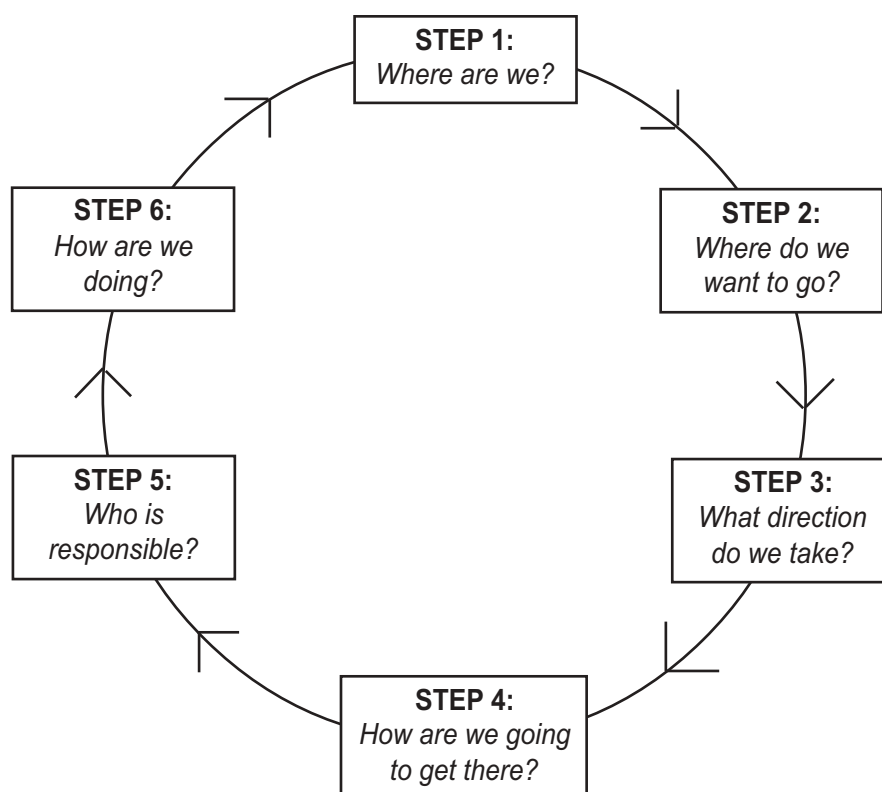
section 1

# the plan

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c h u r c h a u d i t

Before examining the nuts and bolts of this Church Audit, it is important get a grip on the bigger picture. What is it that the nuts and bolts are designed to hold together? To answer that question it is important to understand that this Church Audit is part of a bigger strategic process that is best illustrated by the Faithworks 6-Step Strategy Wheel:



As you can see, the very first step in the strategic process is to diagnose realistically your church's situation. An accurate assessment of your starting point and available resources is essential before beginning any journey. This takes discipline and restraint, especially for those entrepreneurial types who find it hard to wait for tomorrow. However, without giving time to this vital first step you are very likely to end up frustrated and disillusioned, leaving the real needs of your community unmet.

When a doctor carries out a patient assessment, before giving a diagnosis he/she runs through a series of focussed questions that are designed to probe deeply into the patient's well-being (or lack thereof!). This approach has been successfully applied in workplaces worldwide through what is known as SWOT analysis.

SWOT analysis is a tool that has been proven to be a highly effective way of identifying an organisation's **S**trengths and **W**eaknesses and of examining the **O**pportunities and **T**hreats that it faces (see page 9). SWOT is designed to be used in the preliminary stages of the decision-making process, as a pre-cursor to drafting a strategic plan and is therefore an ideal tool for assessing your church's ability to rise to the challenge of community engagement. Through a focussed brainstorming session it provides you with the opportunity to explore the way that your church or project functions. Investing some quality time in carrying out this kind of thorough analysis will pay huge dividends.

## section 2

# it's all in the preparation

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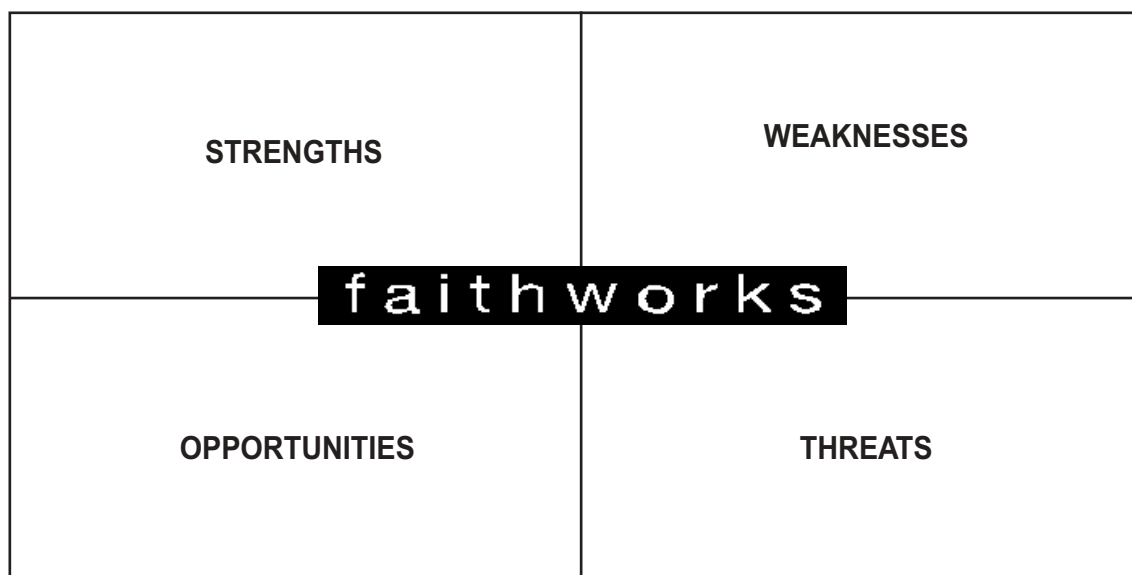
To carry out a SWOT analysis of your church, you will need to put together a working group. The composition of this group needs to reflect the diversity of your church, so ensure that you create within it a balance of leaders and laity, new and established members, young and old, male and female perspectives. You may also choose to involve representatives from other churches and/or local voluntary organisations to provide an external viewpoint. However, in order to function well, your selected group should have no more than 10 members.

When putting together a working group, it is vital to establish how it will operate. 'Terms of Reference' sound very formal but these simply ensure consistency in understanding, both for those in the group and those outside it. Get them approved by your church's decision-making body. They could include:

- The purpose and scope of the church audit.
- Which constituent parts of the church or other organisations its members should be drawn from.
- Length of time of the audit process.
- Reporting process – when and how.

Your working group will more than likely be comprised of busy people with many different demands on their time - family, church, work, etc. However, this exercise demands concentration, participation and honesty. It is therefore vital that you create an atmosphere that allows people to be at their most productive. You know your team. Creating a space that will allow people to think in ways that are appropriate for them is essential. Be it a traditional approach of sitting round a committee table, a more relaxed approach of arranging easy chairs and space for sitting on the floor or even going al fresco, all can equally help or hinder creative thinking. Provide plenty of breaks and refreshments – grumbling stomachs do nothing to aid concentration – but nothing too substantial as this will lead to drowsiness!

Prepare a grid on the flip chart in the format set out below (photocopyable version attached as Appendix 1).



**Note:** In order to carry out an effective analysis of your church you will need to set aside an uninterrupted period of at least half a day. You will also need an in-depth knowledge of the current needs of your community – its geography, social patterns, population profiles, infrastructure, local government, local services, etc. This exercise requires more than a perceived intuitive knowledge of the geographical surroundings of your church. To find out how to carry out a thorough audit of your community, download a copy of the Faithworks Community Audit from [www.faithworks.info/consultancy](http://www.faithworks.info/consultancy) or phone the Faithworks Consultancy on 020 7450 9086.

# section 3

# getting started

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So, what is SWOT (Strengths, Weaknesses, Opportunities, Threats) all about and how can it be applied to your church? SWOT is about asking a series of questions the answers to which will build an accurate picture of your church's attributes.

Either appoint a scribe or allow a free-for-all with the marker pen – whatever works for you – and list points under the appropriate heading on the grid. Don't worry about making it look pretty at this stage though. Scribbles-out are an essential part of the exercise! Use open questions (suggestions below) to stimulate the thoughts of your group.

### Strengths

- What are your church's advantages? E.g. highly visible location in the town centre.
- What does it do well? E.g. thriving mothers and toddlers' group.
- In what areas is it well resourced? E.g. large hall separate to worship area.
- What skills do key people (both leaders and members) possess? E.g. youth leader is a qualified social worker.

It is important that you try to answer these questions from the perspective of both those inside your church and those outside it i.e. the community gatekeepers, whose insight can be gained as part of the Faithworks Community Audit.

Note: Don't be modest or pessimistic – be realistic!

A good place to start is with the Faithworks Church Profiler (see Appendix 2), which should be completed prior to your meeting. This will enable you to begin identifying the true characteristics of your church. Through a discussion of these characteristics, you should be able to identify clearly church strengths.

### Weaknesses

- What are your church's disadvantages? E.g. a listed building which cannot be adapted.
- What do you do badly? E.g. integrating newcomers into the life of the church.
- What do you need to rethink? E.g. expecting your community to come to you, rather than you to them.
- What needs improving? E.g. links with local government and social services.

Again, use your completed Faithworks Church Profiler and consider these questions from an internal and external perspective – do those who are not actively involved with the life of the church perceive weaknesses that you are unable to see? Are there lessons that you could learn from other local churches?

This is not the place for individuals to air pet grievances but a time for honesty. Rather than ignoring problems it is better to identify them, thus not allowing them to scupper your entire strategy at a later date.

### Opportunities

- What are the opportunities that are presenting themselves to your church? E.g. involvement in local authority initiatives or redeveloping the empty pub across the road into a community drop-in centre.
- How is the community changing? E.g. the new housing estate is attracting an increasing number of families with young children.

### Threats

- What obstacles does your church face? E.g. reorientation of the congregation's understanding of the church's role in community.
- How is the community changing? E.g. the major employer in the town is relocating its call centre.
- In what areas do you lack resources, both physical and financial? E.g. the administration office equipment is inadequate.
- Are there any legal obstacles to overcome? E.g. police checking applicable church staff, full-time, part-time and voluntary.
- Are there any relational obstacles to overcome? E.g. interaction with other faith communities/denominations.

“Competition” is not a word Christians like to use – each church is part of Christ's body and each has its role to play in building His Kingdom. However, it is vital to take into consideration what is already being done in your community by other churches, faith-based organisations and secular organisations. Duplicating the provision of services already successfully provided to full capacity by another agency will not only damage your credibility, it will demotivate your congregation and it won't attract external support and resources.

Again, the results of a Faithworks Community Audit will prove invaluable here.

**Dos and Don'ts**

- Do keep the atmosphere relaxed and informal, but progressive.
- Do make plenty of room for everyone in the group to contribute.
- Do prepare questions that are relevant to your church and community, but...
- Don't lead people to pre-conceived conclusions. Be aware that people will find it easiest to reflect their existing position and viewpoint, which can be used to justify a previously decided course of action rather than being used to open up new possibilities. For example, it is often perceived that local authorities are intrinsically opposed to liaising with local churches. However, recent guidelines issued by the Local Government Association recommend that Local Authorities open dialogue with churches.
- Don't be unduly optimistic/pessimistic.
- Don't be afraid of silence – people's thought processes operate at different speeds.
- Don't dismiss anything without thinking it through and discussing it – unlikely ideas can take you to surprising and innovative places.

section 4

# analysis

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The resulting grid needs to be analysed – order needs to be brought to what will probably look like chaos! This is a collective task for your working group. But do ensure that you have a good break (perhaps for lunch) after the brainstorming session so that you can continue refreshed.

With the production of the final report in mind, it is essential that the thoughts of your group are accurately recorded. Appointing someone who is not involved in the analysis to work alongside the group is a good way of ensuring that your group's efforts stay focussed on the task at hand.

To make sense of it all there are four strands of analysis that need to be carried out using the following questions:

### **S-O analysis (strengths-opportunities)**

How can your church's identified strengths be employed to take up the opportunities for development that exist in your community?

For Paul Hackwood of the Thornbury Centre in Bradford, his church's strength lay in the flexibility of its congregation. Their insight into the meaning of "church" enabled them to focus on the wider needs of their community when confronted with having to rebuild their church centre:

The site of the Thornbury Centre has been home to St Margaret's Church since the beginning of the twentieth century. A traditional stone building was the base for the worshipping community until the late 1980's, when cracks started to appear in the chancel. Within a week a Dangerous Buildings Notice was served on the PCC, and as a result the whole building had to be demolished. This forced the congregation to move into an adjacent hall, and over the next few months to think carefully about the way ahead. Gradually, they came to the recognition that their church consisted of people rather than the stone building. This was a very valuable insight because it enabled them to see the value of their role as Christian people in the neighbourhood. Because of this, they decided that they didn't want just to build another church building, but rather to build a centre that would serve the wider community. It was out of this vision that the Thornbury Centre was born.

**Paul Hackwood, The Thornbury Centre, Bradford**

### **S-T analysis (strengths-threats)**

How can strengths be used to counteract threats that are perceived to hinder your church taking up those opportunities?

Jack McKee was born and brought up in the Shankhill area of Belfast, Northern Ireland. He utilised the strengths developed through his grass roots understanding of the politics and people of that community to counter the threat posed to its youth by terrorist recruiters:

For young people within any community in Belfast there is the constant pressure to become involved with the paramilitaries, whether it is the IRA, the UVF, the UFF or whoever. The choice of group is normally determined by the community that the young person lives in. Some manage to resist the pressure, but the consequence is often that they become loners in the community – so sadly most eventually sign up. Terrifyingly, a person as young as 13 or 14 will sometimes become the commander of a group of 40 or so other young people.

The Higher Force Challenge programme is designed to help its participants become positive contributors to the life of the Shankhill community rather than part of its problem. We work to achieve this by helping to give young people a better understanding of, and respect for, themselves, their community, and the cultural differences across the sectarian divide. Our aim is to get them to the point where they are able to plan for their own future. Most of them have never had the chance to think carefully about what they want to achieve in their lives.

**Jack McKee, The Higher Force Challenge, Belfast**

### W-O analysis (weakness-opportunities)

How can weaknesses be overcome to take advantage of development opportunities?

In this consumer age, it is all too easy to find oneself lumbered with unmanageable debts. Heather Keates had to overcome personal weakness in the area of financial management. This enabled her to see the opportunity for churches in Burgess Hill to make a much needed contribution to their community, by offering practical financial advice through the development of a Community Debt Advice Centre:

My own encounter with debt made me realise how little support there is for those who struggle with such issues. Talking about money is a social taboo, and when people asked me how I was, I knew they really didn't want to know the answer. When we did admit to having financial difficulties people would glibly say, 'Oh yes, so are we!' Trying to get them to understand the depth of the problem was very difficult. It wasn't much better in the church, where all too often we did not find the kind of support we needed.

The climate of fear, ignorance and social shame surrounding debt made me want to do something about it. I couldn't see any other way to improve the situation other than talking about the issues and providing a forum for others to be heard. I wanted to explode the issue of debt in the Church, because it is so important and we should be taking it seriously. Throughout the Old and New Testament there are frequent references to money. One in every 16 verses in the New Testament relates to money and possessions. If you can't have open and honest discussions about your financial circumstances in the Church, then you can't have them anywhere.

**Heather Keates, The Community Debt Advice Centre, Burgess Hill**

### W-T analysis (weakness-threats)

How can weaknesses be overcome to counteract the perceived threats?

Whilst setting up the WIRE Project in Littlehampton, Paul Sanderson encountered a single mother in dire need. Her situation left him feeling weak in a very real sense – how on earth was he going to make a tangible positive impact on the life of this family? However, this weakness gave him the clarity necessary to realise that the simplest answers are often the most effective when facing the threat of spiralling material and emotional poverty.

I met Jane in 1997. She arrived at my office, heavily pregnant, in a beaten up car that was untaxed. The father of her four other children was away in prison when she had conceived again. Pouring out her story she was desperate for my help.

I felt daunted, but I agreed to visit her home. As I walked into her flat the first thing to hit me was the dirt and the smell. I couldn't believe it. The windows were broken and the sofa had springs poking out of it and was covered in food and other muck. There were very few toys for the children. There were no wardrobes and all the clothes were kept in black bin-liners. There was no bed linen. A baby was lying on the floor with a bottle on a towel to keep it in its mouth. The conditions were appalling. But what I remember more than anything else was that the kids were so excited to have a visitor.

I just sat there and was overwhelmed by the pain, the poverty, and what I felt was the hopelessness of the situation. I wondered how on earth I could possibly help to bring a family like that into some sense of healthy normality and hygiene. But the more we chatted, the more I began to realise that one of Jane's biggest problems was that she never had any time to herself. She was at her wits' end. It occurred to me that what she most needed was a break. So, almost without thinking, I said, 'How would you feel if I picked the kids up in my car once a week and we went out, so that you could have a bit of a breather?'

From then on every week I would pop in to say hello to Jane and then take the children down to the beach, up the hills or to any other place that was local and free. Occasionally I would save up a fiver and take them swimming; something they loved but had never done before. And so it was from my involvement with Jane and her family that we developed The Crew. We now use a mini bus to collect over 40 children each week and take them out for some fun after school. And we've seen the way in which it has helped to broaden their horizons, develop their self-esteem and confidence and give their parents a rest.

**Paul Sanderson, The WIRE Project, Littlehampton**

## Report

Now write up your working group's conclusions from the analysis as a report in a clear, accessible and imaginative style. Use visuals and diagrams so that the information that you have gained will be easily understood. You could lay out your report as follows:

- Title.
- Acknowledgements – thank everyone who contributed and stress the value of the process of listening and working together being an important part of what you did.
- List of contents.
- Introduction – explain why you have compiled the report, what it aims to do and who was involved.
- Methods – describe the methods you used.
- Main findings – use headings for the different areas.
- Main issues – give a summary and analysis of your findings.
- Future development – suggest recommendations for action, resources needed, possible sources of resources, key players, timeframe for development, etc.
- Brief summary / conclusion.
- How to give feedback on the report, get involved, etc.

# section 5

## where now?

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c h u r c h a u d i t

So far the Faithworks Church Audit has examined how to conduct a SWOT analysis by taking the following steps:

### Checklist of Actions:

- Form a working group.
- Establish terms of reference for the working group.
- Set the time and place for your working group to meet.
- Carry out the SWOT analysis.
- Analyse your data and draw conclusions.
- Review your conclusions.
- Produce your SWOT report.
- Present your report to the church.

But don't stop there – keep the momentum going! The Faithworks Strategy Wheel illustrated that your Church Audit is part of an ongoing strategic process. The lessons learned as a result of the Church Audit are meaningless unless put into practice as you move forward. So use it to guide your future steps as you:

- Develop your strategy.
- Establish systems for effective record keeping, financial control and evaluation.
- Write a business plan.
- Create effective structures and policies for the recruitment and management of employees and volunteers.
- Identify potential sources of funding.
- Liaise with local government.

The Faithworks Consultancy can help you address all these areas. Further information is also contained in ***Faithworks 3: Unpacked***. Go to [www.faithworks.info/books](http://www.faithworks.info/books) to find out how to obtain your copy.

## section 6

# how can we help?

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Of course, being realistic, it is inevitable that you are going to encounter challenges as you move forward with your strategy. These may include:

- Local opposition.
- Resources not being immediately forthcoming.
- Wavering levels of church commitment and/or enthusiasm.
- Misunderstanding amongst partners, your local authority and other agencies.

Don't despair - such experiences are normal in the life of every successful community project, as the team at the Bethany Christian Trust in Edinburgh discovered when it was threatened by the misconceptions of an individual in the local community:

We believe that it is tremendously important that our faith stays at the heart of the Bethany Christian Trust. However, one of the things that has become evident over the years is that non-verbal communication is the most effective way of ministering the love of Christ. The homeless people in our care often express how the love that is shown by the staff team has provoked their interest. We believe that we have to earn the right to share the gospel. We do not believe in buttonholing people. Once, someone accused us of brainwashing, and the Director of Social Work for the city was obliged to instigate a full investigation. Afterwards, he went to the press and said, 'I have had this matter fully investigated, and I found absolutely no grounds to say that Bethany was brainwashing.' That was about five years ago, and we haven't had any accusations since.

**Alan Berry, The Bethany Christian Trust, Edinburgh**

The lesson is a simple one – at times it will be a bumpy ride but challenges can be overcome with a combination of strategy and tenacity. To assist you at the sharp end of community engagement Faithworks has developed a number of other practical tools, services and resources.

## Tools

**Faithworks Community Audit** - designed to help your church take the first steps along the pathway to effective engagement with your community by providing you with all the necessary tools and advice to carry out a thorough audit of your community. Download from [www.faithworks.info/churchresources](http://www.faithworks.info/churchresources) or phone the Faithworks Consultancy on 020 7450 9086 to obtain your copy.

**Faithworks Charter** - on page 23, you will find a copy of the Faithworks Charter. Put together by a team of professionals, including practitioners, church leaders, lawyers and policy makers, the Faithworks Charter is a benchmark of quality assurance in community engagement. If your church is going to work in the community and in partnership with other agencies and local government, then it needs to be committed to doing so in a professional manner.

Professionalism dramatically impacts delivery and Faithworks is driven by the desire to work with you in achieving this.

**Exploring Ethos & Values** - it is expected that by the middle of 2003 legislation will be in place that will outlaw discrimination on the grounds of religion or belief in the fields of employment and training.

The current proposal (though this could change) is to ensure that churches and other faith-based groups 'can continue to recruit staff of the same religion or belief *where that is necessary*'. It will then be 'up to each organisation to consider... which of their posts need to be held by such believers... particularly where ancillary or support staff are involved'. Such organisations will then have to 'satisfy Employment Tribunals that... their particular recruitment or staffing policies could be justified'.

Faithworks is working hard with government to represent the concerns of Christian groups on this issue through 'The Keep The Faith Campaign'. In the near future the following tools will be available through Faithworks to enable churches to prepare for this legislation:

- **What is Ethos?** – introducing the concept of ethos. Why is it important in organisational life? Providing a definition of Christian ethos.
- **Guide to developing a justifiability policy and a sample ethos statement** – ensuring that the ethos of Christian organisations is maintained and developed.
- **The practice of people management in Churches and Christian organisations** – introducing the concept of ethos in a practical way to enable the development of good employment practices. Aimed at churches and small to medium sized Christian organisations with a small staff/volunteer team.
- **The Management Standard** – enabling organisations to monitor and nurture their Christian ethos whilst inspiring managers to aspire to best employment practice. Aimed at larger Christian organisations with an established HR/Personnel function and structure.

## Services

**Faithworks Consultancy** – through the Faithworks Skills Bank – a national team of practitioners who are willing to share their experience and expertise with you at every stage as you seek to turn your vision for community engagement into reality. The Faithworks Consultancy can offer advice and resources in all areas of community audit and development, including education, finance, strategic planning, management, health, housing, children's work, youth work, government and social work.

The Faithworks Consultancy is committed to resourcing the needs of local churches seeking to serve their communities more effectively. To find out how the Faithworks Consultancy can assist your church email [consultancy@faithworks.info](mailto:consultancy@faithworks.info) or phone 020 7450 9086.

**Engaging with your Community** – training seminars to help your church begin to unpack issues of social justice, local government interaction and best practice.

**Working with Local Government** – training seminars for churches who want to work with local government but don't know where to start. These day seminars introduce initiatives such as 'Faith Liaison Officers' and 'Local Strategic Partnerships', equipping the local church to make the most of the opportunities that now exist for partnership with local government.

**Faithworks Funding Bulletin** – up-to-date funding news, advice and practical help. This regularly updated online bulletin provides crucial information regarding existing and recently announced financial resources, both domestic and European, that are available to churches and community projects. Go to [www.faithworks.info/funding](http://www.faithworks.info/funding) to find out more.

## Resources

**Faithworks Directory** - Faithworks has created an online information hub, which draws together models of best practice and the highest quality resources produced by a broad spectrum of secular and Christian agencies. The Faithworks Directory of Resources covers all major areas of community involvement, so if you need some specific technical advice, be sure to visit [www.faithworks.info/churchresources](http://www.faithworks.info/churchresources).

**Faithworks Books** - a growing series of Faithworks books is now available. The most useful for you at this time may well be ***Faithworks 3: Unpacked***. This third book in the Faithworks series is a manual that provides the information you will need to get more effectively involved in your local community and to work with local government and other agencies.

All illustrations appearing in this Church Audit are taken from ***Faithworks 2: Stories of Hope***. This inspirational book tells of eight churches from different denominations across the UK which are effectively tackling a wide range of social issues. From debt advice to counselling for domestic violence, from after-schools projects to sports clubs, from education to youth work, and from arts initiatives to vocational training – each chapter tells an inspiring story of a local church or individual that has responded to a God-given sense of purpose and direction.

**Faithworks Video** - featuring Rev Steve Chalke, who sets out the Faithworks vision and outlines some of the resources to enable you and your church to engage more effectively with your community. This five-minute video is a useful tool to share the vision of putting faith back at the heart of the community with your church or homegroup.

**Faithworks UK Conference: Friday 10th – Sunday 12th October 2003 in Eastbourne** – with Tony Campolo, Steve Chalke, Jim Wallis and many more. The conference is for anyone who wants to engage more effectively with their local community. It will include inspirational and practical input from international speakers, leading practitioners, specialist agencies and government representatives. There will also be opportunities to network, explore volunteer options and get involved at a national or local level. For ticket information visit [www.faithworks.info/getinvolved](http://www.faithworks.info/getinvolved).

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For more information about this and every other aspect of Faithworks, including news and information about upcoming events, conferences, and press releases, visit our website at [www.faithworks.info](http://www.faithworks.info).

To discuss how the Faithworks Consultancy can assist your church, please email [consultancy@faithworks.info](mailto:consultancy@faithworks.info) or phone 020 7450 9086.

section 7

# the faithworks charter

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c o m m u n i t y a u d i t

## **PRINCIPLES FOR CHURCHES AND LOCAL CHRISTIAN AGENCIES COMMITTED TO EXCELLENCE IN COMMUNITY WORK AND SERVICE PROVISION IN THE UK.**

Motivated by our Christian faith we commit ourselves to serve others by assuring the following standards in all our community work within 12 months of signing this Charter.

### **Service to the Community**

1. To serve and to respect all people regardless of their gender, marital status, race, ethnic origin, religion, age, sexual orientation or physical and mental capacity.
2. To acknowledge the freedom of people of all faiths or none both to hold and to express their beliefs and convictions respectfully and freely, within the limits of the UK law.
3. Never to impose our Christian faith or belief on others.
4. To develop partnerships with other churches, voluntary groups, statutory agencies and local government wherever appropriate in order to create an effective, integrated service for our clients avoiding unnecessary duplication of resources.
5. To provide and publicise regular consultation and reporting forums to client groups and the wider community regarding the effective development and delivery of our work and our responsiveness to their actual needs.

### **Clients, Staff and Volunteers**

1. To create an environment where clients, volunteers and employees are encouraged and enabled to realise their potential.
2. To assist our clients, volunteers and employees to take responsibility for their own learning and development, both through formal and informal training opportunities and ongoing assessment.
3. To develop an organisational culture in which individuals learn from any mistakes made and where excellence and innovation are encouraged and rewarded.
4. To promote the value of a balanced, holistic lifestyle as part of each individual's overall personal development.
5. To abide by the requirements of employment law in the UK and to implement best employment practices and procedures designed to maintain our distinctive ethos and values.

### **Management and Outcomes**

1. To implement a management structure which fosters and encourages participation by staff at all levels in order to facilitate the fulfilment of the project's goals and visions.
2. To set and to review measurable and timed outcomes annually, and regularly to evaluate and monitor our management structure and output, recognising the need for ongoing organisational flexibility, development and good stewardship of resources.

3. To do all we can to ensure that we are not over-dependent on any one source of funding.
4. To implement best practice procedures in terms of Health and Safety and Child Protection in order to protect our staff, volunteers and clients.
5. To handle our funding in a transparent and accountable way and to give the relevant people from outside our organisation / project reasonable access to our accounts.

### **Practical Steps To Implementing and Using the Faithworks Charter:**

- As a church/project leadership team measure the standard of the services you deliver to your community against the Faithworks Charter.
- Commit to implementing the Charter over the coming year throughout all aspects of your community work.
- Develop a realistic timetable to deal with any issues the Charter raises for the development of your community work.
- Sign and return a copy of the Charter to Faithworks – this will help us in our ongoing task of communicating the scale and professionalism of Christian community projects to both government and the media.
- Keep another copy of the Charter as a working document.
- Use the Charter as part of your application to any statutory, trust and other potential funders to demonstrate the professionalism and ethos of your work.
- Get other churches/Christian projects in your town to adopt the Faithworks Charter.
- Annually evaluate your community work against the Charter.
- Contact Faithworks for any further help or support you need.

section 8

# appendices & evaluation

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c h u r c h a u d i t

<p><b>STRENGTHS</b></p>	<p><b>WEAKNESSES</b></p>
<p><b>faithworks</b></p>	
<p><b>OPPORTUNITIES</b></p>	<p><b>THREATS</b></p>

**Faithworks Church Profiler**

The Faithworks Church Profiler has been developed to fulfil two key objectives:

1. To provide you with the type of information you will find helpful to gather prior to carrying out the Faithworks Church Audit; and
2. To provide information that will be helpful should your church decide to further use the assistance that can be provided by the Faithworks Consultancy.

Don't be put off by its length! It has been designed to comprehensively cover key areas of your church and will take some time to complete. However, should you need any assistance, please contact the Faithworks Consultancy, by emailing [consultancy@faithworks.info](mailto:consultancy@faithworks.info) or phoning 020 7450 9086.

**1. Contact Details**

Name of church \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Email address \_\_\_\_\_

Contact name \_\_\_\_\_

Address (if different from above) \_\_\_\_\_

\_\_\_\_\_

Telephone number \_\_\_\_\_ Fax number \_\_\_\_\_

Email address \_\_\_\_\_

**2. About the church**

Denomination / Network / Affiliation \_\_\_\_\_

Year of foundation \_\_\_\_\_

Number of ministers / vicars / pastors and job titles:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Size of church attendance \_\_\_\_\_

Has a church census been carried out in the last two years? \_\_\_\_\_

Please list your weekly activities and give an indication of numbers attending (please use an additional sheet if necessary).

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Geographic location of the church

<input type="checkbox"/>	Urban
<input type="checkbox"/>	Suburban
<input type="checkbox"/>	Rural

Geographic location of the congregation - *approximate proportion that live within:*

1 mile	_____	4 miles	_____
2 miles	_____	5+ miles	_____
3 miles	_____		

Professional breakdown of the congregation - *proportion in:*

Education	_____	Self-employed	_____
Professional	_____	Unemployed	_____
Skilled	_____	Retired	_____
Semi-skilled	_____		

Age profile of congregation

0 - 15	_____	41 - 50	_____
16 - 20	_____	51 - 60	_____
21 - 30	_____	61 - 70	_____
31 - 40	_____	70 +	_____

Ethnic profile of the congregation

Bangladeshi	_____	Indian	_____
Black - African	_____	Irish	_____
Black - Caribbean	_____	Pakistani	_____
White	_____	Other ( <i>please specify</i> )	_____
Chinese	_____		

Monthly Income \_\_\_\_\_

Monthly Expenditure \_\_\_\_\_

Sources of funding

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Church's physical resources (buildings, equipment, etc.)

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Do you have a mission statement / strategy document? (If so, please attach a copy).

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**3. Structure of the church**

Number of staff - employed on a permanent basis \_\_\_\_\_  
 - employed on a part-time basis \_\_\_\_\_  
 - who are volunteers \_\_\_\_\_

What are the responsibilities of employed staff?

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**4. Organisational ethos and values**

Do you have a formal recruitment procedure?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Are positions advertised?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Application form	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Interview	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Letter of appointment	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

Is the employer/employee relationship documented?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Contract of employment	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Job description	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
Review process	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No

Are clear reporting lines between line managers and employees in operation?  Yes  No

Do you have a grievance procedure?  Yes  No

What training have your employees, both permanent and voluntary, received over the past 12 months?

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Do you have an equal opportunities policy?  Yes  No

Have you carried a disabilities access review?  Yes  No

Have you carried out a data protection review / put in place a data protection policy?  Yes  No

**5. Culture of the church**

Describe the "culture" of the church

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How are decisions that affect the life of the church taken?

- how many committees / format / purpose?
- who do the committees report to?

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What resources are available for committees to draw upon?

- financial / intellectual / physical

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What interaction is there with your denomination / network / affiliation in the decision-making process?

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What is your church's attitude to partnership

- with other local churches
- with other faith groups
- with statutory agencies/local government
- with other secular agencies

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**6. Development**

What would the likely response be to a request for additional volunteers?

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How has the church managed change / overcome obstacles to change in the past?

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*Once you have completed this form, please send a copy, together with a completed Evaluation Form to the Faithworks Consultancy, 115 Southwark Bridge Road, London SE1 0AX.*

As part of our continuing product development, we want to find out what you think about this Faithworks tool. This will ensure that we focus our energies on areas of most benefit to users. Completing this questionnaire gives you the opportunity to influence the way Faithworks tools are developed.

The following questions shouldn't take long to answer. Please answer all the questions which are relevant to you.

Many thanks for your help.

1. I didn't have any difficulties locating and downloading this Faithworks tool from the website (please tick the appropriate box below, 5 indicating that you strongly agree, 1 indicating that you strongly disagree).

- 5       4       3       2       1

2. This Faithworks tool was applicable to our church's situation.

- 5       4       3       2       1

3. This Faithworks tool has inspired and equipped our church to carry out a church audit.

- 5       4       3       2       1

4. As a result of using this Faithworks tool our church has been encouraged to consider new ways of engaging with its community.

- 5       4       3       2       1

5. By scoring each section on a scale of 1 - 5, which sections of this Faithworks tool did you find to be the most (score 5) and least (score 1) useful?

- |   |  |
|---|--|
| <input type="checkbox"/> The plan         | <input type="checkbox"/> It's all in the preparation |
| <input type="checkbox"/> Getting started  | <input type="checkbox"/> Analysis                    |
| <input type="checkbox"/> How can we help? | <input type="checkbox"/> The Faithworks Charter      |
| <input type="checkbox"/> SWOT Grid        | <input type="checkbox"/> Church Profiler             |

6. Are there any ways in which the content of this Faithworks tool could be improved?

Please return to: Faithworks, The Oasis Centre, 115 Southwark Bridge Road, London SE1 0AX.