

Sandwich St Mary's Community Trust

Jane Jones-Warner
Conservation Projects Manager
The Churches Conservation Trust
St Peter's Street
Northampton
NN1 1FH

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RE: RENOVATIONS & IMPROVEMENTS AT SANDWICH ST MARY'S

Dear Jane,

On behalf of the Trustees of St Mary's Community Trust, we are pleased to submit the accompanying proposals for works at St Mary's Arts Centre, Sandwich. The approach we have adopted is deliberately conservation-led, phased, and evidence-based. It seeks to balance the immediate operational needs of a well-used community building with the long-term stewardship of a structure of recognised historic significance.

The proposals are structured around a clear prioritisation of four interrelated projects. Phase One focuses on works that can be delivered within current resources and will have an immediate impact on usability and presentation—namely the reorganisation of the northern aisle and the commencement of fabric investigations. Phase Two is intended to follow once further funding is secured and will address more complex interventions, including fabric repair, the improvement of ancillary accommodation, and the development of a long-term, sustainable approach to heating.

This phased methodology reduces risk, supports deliverability, and ensures that investment is directed where it will have the greatest benefit, both in terms of conservation outcomes and the continued viability of the building as a community asset.

We hope that this submission aligns with your expectations and would be grateful for your consideration.



Robert Pay

Chairman, Sandwich St Mary's Community Trust

cc. Trustees, Philip Graham, Allan Cox and Siobhan Matthews

ST. MARY'S COMMUNITY TRUST: PROPOSAL TO THE CCT

1. OUR APPROACH	3
1.1 Project Prioritisation	4
1.2 Phasing of Works.....	4
2. PROJECT ONE: NORTHERN AISLE – BAR, STORAGE & GREEN ROOM.....	5
2.1 The Bar	5
2.2 The Green Room	6
2.3 Storage Area	6
2.4 Sound and Audio Control Centre	7
3. PROJECT TWO: FABRIC	7
3.1 Fabric: Stage One – Investigation & Conservation Scheme Development	8
3.2 Fabric: Stage Two – Repair & Completion.....	9
4. PROJECT THREE: POD EXTENSION	10
4.1 Design and Materials	10
4.2 Internal Arrangement and Function	11
4.3 Relationship to Historic Fabric.....	11
5. PROJECT FOUR: HEATING	11
5.1 Suitability for Large Historic Volumes.....	12
5.2 Responsiveness and Usability	13
5.3 Fabric and Environmental Considerations	13
5.4 Simplicity of Installation and Operation	13
5.5 Strategic Direction and Next Steps	13
6. PROJECT PROPOSALS CONCLUSION.....	14
7. BUDGETING AND FINANCE.....	15
7.1 Project Governance.....	16
7.2 Church and Heritage-Specific Funding	16
7.3 National, Regional and Local Funding Sources.....	17
APPENDIX A: BUDGET	19
APPENDIX B: CORE PROFESSIONAL TEAM	20
Philip Graham: Architect and Project Manager	20
Allan Cox: Heritage Consultant	20
APPENDIX C: DUNCAN + GRAHAM ECCLESIASTICAL & COMMUNITY CENTRE CREDENTIALS....	22
APPENDIX 1 - ARCHITECTURAL PLANS – SEPARATE DOCUMENT	

1. OUR APPROACH

The trustees have approached the proposed works at St Mary's as a coherent and carefully structured programme, rather than a series of discrete interventions. Each element responds to a specific operational or fabric-related issue, but all are guided by a consistent set of conservation principles: minimal intervention, reversibility, respect for historic fabric, and the delivery of clear public benefit through improved accessibility, usability and financial sustainability.

Central to this approach is a commitment to working with the building as it stands. Wherever possible, proposals are confined to established areas of change or to adapting existing interventions, thereby avoiding the dispersal of new work across the historic fabric. This is most clearly demonstrated in the consolidation of new accommodation within the existing pod structure and the use of the northern aisle for functional improvements, preserving the openness and character of the principal space.

Reversibility is a key consideration throughout. New work is conceived as lightweight and, where feasible, capable of removal without harm to the underlying structure. This ensures that future adaptation remains possible and that interventions do not result in permanent loss of significance. New elements are designed to sit comfortably within the building without mimicking historic fabric, using simple forms and appropriate materials that respect the character of St Mary's while remaining legible as contemporary additions.

The proposals also respond directly to environmental and conservation considerations. By avoiding unnecessary disturbance to floors, walls and memorials, and by carefully managing internal conditions, the scheme seeks to minimise risk to sensitive historic materials. In relation to heating, the trustees recognise the importance of the relationship between temperature, relative humidity and fabric condition, and have therefore adopted a cautious, phased approach. While no immediate change is proposed, the longer-term strategy is to move towards a more appropriate and sustainable approach that reduces reliance on fossil fuels, minimises harmful environmental fluctuation, and supports the long-term conservation of the building.

In heritage terms, the trustees consider that the proposals will preserve the significance of the building while delivering clear public benefits through improved functionality, financial viability and long-term stewardship.

The programme is structured around four interrelated projects addressing the principal constraints affecting the building: the reorganisation of the northern aisle; the improvement of ancillary accommodation; and the longer-term development of an

appropriate heating strategy. The following sections set out these proposals in detail, together with their prioritisation, phasing and funding.

1.1 Project Prioritisation

The trustees have reviewed the proposed programme of works to ensure that investment is directed where it will have the greatest impact. This prioritisation has been guided by four criteria: the extent of benefit to hirers and users; deliverability within the current budget; the time required for implementation; and the level of disruption to the building's ongoing use. Applying these criteria, the trustees have identified four interrelated projects which together address the principal constraints affecting the building:

- **Project One:** Northern Aisle – reconfiguration of bar, storage and green room facilities;
- **Project Two:** Fabric – diagnostic investigation followed by repair and redecoration;
- **Project Three:** Pod – extension and enhancement of ancillary facilities;
- **Project Four:** Heating – development of a long-term, sustainable heating strategy.

This approach ensures that early investment is focused on areas that will deliver the greatest immediate benefit in terms of usability, accessibility and financial sustainability, while also supporting longer-term conservation objectives.

1.2 Phasing of Works

The delivery of the programme is structured in two phases to reflect funding availability, technical dependencies and the need to minimise disruption to the building's ongoing use.

Phase One comprises works that can be delivered within existing resources and which will have an immediate impact on usability, together with the investigation required to inform subsequent conservation works:

- **Project One:** Northern Aisle – reconfiguration of bar, storage and green room facilities;
- **Project Two: Fabric Stage One – Investigation & Conservation Scheme Development** - diagnostic investigations, including paint analysis and drainage assessment, to inform a fully evidenced conservation approach.

There are opportunities within the current events programme to undertake these works with limited disruption during the present calendar year.

Phase Two from 2027 onwards, comprises:

- **Project Two: Fabric Stage Two – Repair & Completion:** repair, stabilisation and redecoration, informed by the diagnostic work;
- **Project Three: Pod** – extension and enhancement of ancillary facilities;
- **Project Four: Heating** – introduction of an appropriate long-term heating strategy.

This phased approach enables the trustees to secure early improvements in usability and presentation, while ensuring that more complex or fabric-sensitive interventions are properly evidenced, planned and delivered. It reduces risk, supports a conservation-led methodology, and aligns investment with funding availability.

2. PROJECT ONE: NORTHERN AISLE – BAR, STORAGE & GREEN ROOM

Project One focuses on the reorganisation of the north aisle to provide a coordinated set of facilities comprising a bar, integrated storage, and a dedicated green room. The objective is to improve the usability and professional standard of the space for performers, hirers and audiences, while rationalising existing arrangements that currently detract from both the character and functionality of the building.

The proposals respond directly to observations made during the CCT site visit and follow a clear principle of consolidation. Rather than dispersing new elements throughout the building, functional requirements are brought together within a defined area of the north aisle. This approach reduces visual clutter, improves legibility, and preserves the openness of the principal space.

A key component of the scheme is the relocation of the bar from its current position on decorated floor memorials. This allows these heritage features to be revealed and better appreciated, while also improving the clarity of the entrance area and the overall organisation of the space. The existing and proposed arrangements are illustrated in Appendix 1 (Plan A – Current Scheme and Plan B – Proposed Scheme).

2.1 The Bar

The bar is an essential component of the building's operation, forming a significant element of the income model for many events. The existing arrangement has evolved incrementally and lacks both efficiency and visual coherence.

The proposal replaces the current improvised installation with a purpose-designed timber bar incorporating integrated storage for glassware and supplies, together with provision for under-counter refrigeration. This will improve operational efficiency and presentation, while reducing the level of visual clutter within the space.

The detailed design will be developed prior to implementation, including appropriate provision for kegs, cylinders and associated equipment, and the integration of necessary services. The intention is to create a simple, well-resolved element that sits comfortably within the building without competing with the historic fabric.

2.2 The Green Room

The proposals include the reconfiguration of the existing green room enclosure to create a more functional and integrated space. This incorporates a large storage cupboard for chairs and tables and supports the relocation of the bar to this side of the building.

The green room is repositioned against the back wall, and a new timber raised floor—matching the existing—is introduced to link the current raised areas into a continuous surface. This creates a more coherent and usable arrangement while maintaining a similar overall footprint.

The revised layout assumes that the rear wall area is cleared of stored items to enable the space to function effectively. It also assumes the relocation of the existing reredos, either elsewhere within the church or to an alternative setting if appropriate.

The treatment of the reredos will require careful consideration. While it is currently in a deteriorating condition, any decision regarding its relocation will be guided by an assessment of its significance and the identification of a more appropriate setting in which it can be conserved and maintained. The intention is not removal without regard to heritage value, but the securing of a more sustainable long-term outcome.

2.3 Storage Area

At present, chairs and tables are stored on movable trolleys distributed throughout the building. This arrangement detracts from the appearance of the interior and limits the effective use of space.

The proposal introduces a purpose-designed storage cupboard capable of accommodating the existing chair and table trolleys. This follows discussions with the CCT and forms part of a broader strategy of consolidation and decluttering.

The cupboard is deliberately compact to minimise visual impact and avoid unnecessary encroachment into the space. While this requires a degree of care in manoeuvring the trolleys, it is considered operationally workable. It is located behind the bar, on the basis that furniture will be set out in advance of events, with empty trolleys stored away.

The repositioning of the bar in front of the cupboard helps define the entrance area more clearly, creating a legible point of arrival and supporting informal gathering. The area currently occupied by the bar will be cleared and made available for flexible use, including interpretive or temporary display.

2.4 Sound and Audio Control Centre

Provision is made for a small enclosure adjacent to the storage area to house relocated sound and audio control equipment. This will move equipment away from the stage area and into a more accessible and manageable position within the main body of the building, improving operational control during events.

The enclosure is conceived as a modest and reversible intervention, consistent with the wider approach adopted throughout this project.

Provision is also made within the layout to accommodate the existing disabled access ramp, which will be stored within the cupboard when not in use. The alternative arrangement demonstrating this is shown in Appendix 1 (Plan 01).

3. PROJECT TWO: FABRIC

The trustees, in consultation with Philip Graham, have engaged Allan Cox, an experienced heritage consultant (see Appendix B), to advise on the investigation and repair of the building fabric. The proposed works respond to a series of interrelated defects affecting both the condition and presentation of the interior.

Internally, decorative finishes are failing, with visible flaking and staining. This is accompanied by areas of localised plaster deterioration, most likely associated with moisture ingress. A contributing factor is the presence of modern, non-breathable coatings, which inhibit the natural movement of moisture through the fabric and may be accelerating decay. There is also evidence of persistent damp, likely arising from defective or inadequate drainage.

Taken together, these issues represent not only a decline in visual quality but a broader risk to the long-term performance of the building fabric. Without intervention,

deterioration is likely to continue, compromising both the underlying structure and the effectiveness of any future redecoration.

The trustees have therefore adopted a conservation-led approach, structured as a single, coherent workstream progressing from investigation through to repair and redecoration. This ensures that all interventions are properly evidenced, proportionate, and aligned with the expectations of the CCT.

3.1 Fabric: Stage One – Investigation & Conservation Scheme Development

The programme begins with a phase of investigation and evidence gathering, which underpins the entire approach (see Figure 01). This stage comprises two closely related steps: investigation and analysis, followed by the development of a conservation-led scheme.

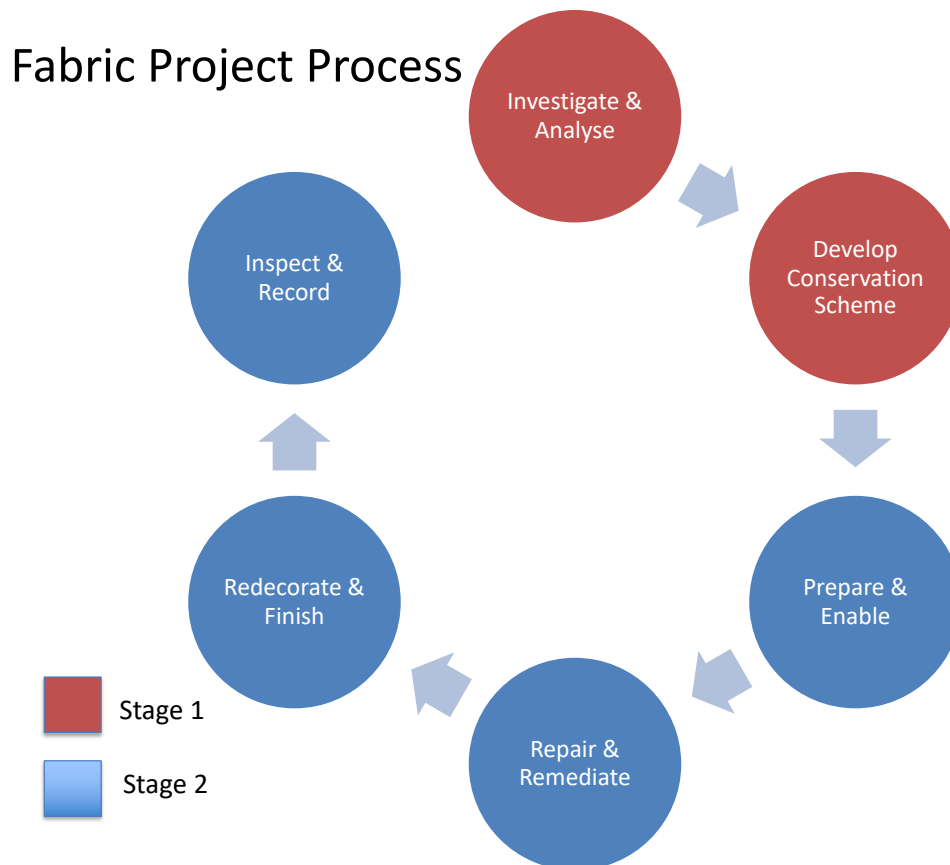


Figure 01: Conservation-Led Fabric Repair Process

Investigate & Analyse: Specialist paint analysis will be undertaken to establish the chronology and significance of historic decorative schemes. In parallel, drainage investigations, including CCTV surveys and trial pits, will identify the causes of

persistent damp. All works at this stage will be recorded and, where necessary, carried out under appropriate supervision to ensure that the evidence base is robust.

Conservation Scheme Development: The findings from this phase will directly inform the preparation of a detailed, conservation-led scheme. Decisions regarding cleaning, repair and the removal of modern coatings will be based on evidence, ensuring that intervention is limited to what is necessary and appropriate. A drainage remediation strategy will be developed in parallel.

On-site sample panels will be prepared to test materials and finishes, enabling agreement in advance with the inspecting architect and relevant consultees. This staged and iterative approach reduces risk and ensures that the proposed methodology is both technically and conservationally sound.

This stage also includes the preparation of a Heritage Statement in accordance with National Planning Policy Framework (NPPF) paragraph 200, providing formal assessment and justification for the proposed works.

3.2 Fabric: Stage Two – Repair & Completion

Following agreement of the conservation scheme, the programme proceeds to implementation (see Figure 01), structured as a sequence of enabling, repair and completion stages.

Prepare & Enable Works: Initial enabling works will be undertaken, including the installation of access systems, protection of historic fabric, and confirmation of methodologies through trial applications. This ensures that techniques are validated before more extensive intervention proceeds.

Repair & Remediate: Fabric repair will then be carried out using appropriate lime-based materials to address areas of deterioration. Non-breathable or harmful modern coatings will be selectively removed where necessary, restoring the building's ability to manage moisture effectively. Drainage remediation works will be undertaken in parallel, informed by the earlier investigations. Defective systems will be repaired or replaced, and rainwater disposal improved. Where new drainage is required, this will be introduced with care to minimise disturbance to historic fabric and below-ground archaeology.

Redecorate & Finish: Once underlying issues have been addressed, the interior will be redecorated using breathable finishes, such as limewash or mineral paint systems, applied in accordance with the agreed sample panels. The intention is to enhance the building's historic character rather than impose a new decorative scheme.

Inspect & Record: Throughout the works, quality control will be maintained by the inspecting architect and relevant conservation specialists, ensuring compliance with agreed specifications and recognised conservation practice. The programme concludes with final inspection, documentation and the provision of guidance for ongoing maintenance.

4. PROJECT THREE: POD EXTENSION

The existing 'pod', introduced in the 1990s, has provided a practical and largely successful means of accommodating ancillary facilities within the building. However, it is limited in scope, most notably by the absence of dedicated facilities for men due to the requirement to prioritise a single accessible WC. For a venue that regularly accommodates audiences of more than 200, this represents a clear operational constraint.

The proposed scheme seeks to address this deficiency through the extension and rationalisation of the existing pod, while maintaining accessible provision. The approach is deliberately conservative in heritage terms, based on the principles of minimal intervention, reversibility, and the containment of change within an established area of alteration.

At the core of the proposal is the extension of the existing pod structure to provide additional accommodation, including gents' facilities and a small kitchen. By building on an existing intervention, the scheme avoids the introduction of new, dispersed elements within the church and instead consolidates functional requirements within a single, clearly legible insertion. This approach reduces the overall impact on the historic fabric and preserves the spatial character of the principal volume.

4.1 Design and Materials

All new work is proposed in lightweight timber construction, with external walling formed in timber panelling to match the detailing of the existing pod. This ensures visual continuity while maintaining a clear distinction between historic fabric and modern intervention.

The use of lightweight construction allows the extension to be fully reversible, capable of removal without harm to the underlying structure. The design is intentionally simple and subordinate, ensuring that it does not compete with the architectural character of the building.

4.2 Internal Arrangement and Function

Internally, the layout is arranged to support practical use while maintaining clarity between existing fabric and new work. The inclusion of stable-style timber doors to the kitchen, allowing for a serving hatch, provides operational flexibility without requiring permanent alteration to surrounding fabric.

The extension allows facilities to be organised more efficiently, improving the experience for both performers and audiences while reducing pressure on existing arrangements.

4.3 Relationship to Historic Fabric

Where modifications to existing arrangements are required, these are deliberately modest and carefully considered. For example, the repositioning of the ladies' WC door is undertaken to ensure adequate clearance from the adjacent tomb structure, thereby protecting both its physical fabric and its visual setting.

The scheme also incorporates a new timber ramp and entrance lobby serving an accessible WC. These elements are conceived as additive and reversible interventions, avoiding intrusive alteration to historic levels or fabric.

5. PROJECT FOUR: HEATING

The existing heating system at St Mary's, installed in the 1990s, remains operational but is increasingly inefficient, costly to run, and reliant on fossil fuels. As a large, open medieval building with significant internal volume and limited insulation, it is inherently difficult to heat using conventional approaches. In practice, this has constrained winter use and reduced the building's attractiveness as a venue.

The trustees have therefore considered alternative approaches, with a clear objective of moving over time towards a more sustainable and cost-effective solution that reduces reliance on fossil fuels and supports the building's use as a viable year-round venue. In this context, infrared heating has been identified as a potentially appropriate longer-term option.



Figure 02: Halo Chandelier Range – Herschel Infrared

However, recent cost estimates have exceeded initial expectations. The scale of the building means that, to achieve effective coverage, a substantial number of units would be required. Infrared technology has developed significantly, and there are now units that are aesthetically compatible with heritage architecture (see Figure 02).

Considering this, the project is not proposed for immediate implementation but is instead repositioned as a longer-term aspiration. This allows time for the technology to mature, for costs to stabilise, and for the trustees to develop a clearer understanding of how such a system would perform in practice.

The trustees consider it important to set out the basis on which infrared heating has been identified as a potentially appropriate long-term solution for St Mary's.

5.1 Suitability for Large Historic Volumes

Conventional heating systems are inherently inefficient in buildings of this scale. Warm air introduced at low level rises rapidly into the roof space, resulting in high energy use with limited benefit at occupant level. This is particularly problematic in a building with intermittent use, where long pre-heating periods are required but are often impractical to achieve.

Infrared heating offers a different approach, delivering radiant heat directly to people and surfaces within defined areas. This has the potential to provide effective comfort without the need to heat the full air volume, making it better suited to the spatial characteristics of St Mary's.

5.2 Responsiveness and Usability

A key operational advantage is speed of response. Evidence from comparable installations suggests that effective comfort can be achieved within a relatively short period, allowing heating to be aligned closely with periods of use.

This has relevance for St Mary's, where the current system constrains winter use. A more responsive approach to heating would support the trustees' objective of establishing the building as a viable year-round venue.

5.3 Fabric and Environmental Considerations

Heating strategy has direct implications for the conservation of historic fabric. Conventional systems rely on heating large volumes of air and may contribute to fluctuations in temperature and relative humidity. Over time, this can affect porous materials such as plaster, encouraging cycles of moisture movement and associated deterioration.

Infrared heating operates without combustion and does not depend on raising ambient air temperature to the same extent. As a result, it has the potential to provide a more stable internal environment, reducing avoidable stress on historic materials.

5.4 Simplicity of Installation and Operation

Infrared systems do not require boilers, pipework or wet distribution systems. This reduces the need for ongoing intervention within the building fabric and simplifies maintenance. In the longer term, the removal of existing services infrastructure may represent a net reduction in both visual and physical impact within the building.

5.5 Strategic Direction and Next Steps

For these reasons, the trustees consider that infrared heating represents a credible direction of travel, consistent with both environmental objectives and the conservation of historic fabric.

The trustees acknowledge that the Churches Conservation Trust has, in some cases, expressed caution regarding infrared heating. This proposal does not seek to challenge that position directly, but rather to establish a considered and evidence-based framework within which the technology can be evaluated over time.

As an interim step, the trustees will explore the potential for introducing infrared heating on a limited basis, as a complementary system providing targeted heating in key areas alongside the existing system. This would allow performance, user experience and environmental impact to be assessed before any wider adoption is considered.

The trustees also recognise that, as a charitable organisation, there may be opportunities to access funding to support a transition to lower-carbon heating. A range of national funding streams exist which support both heritage conservation and sustainability initiatives, and preliminary discussions with suppliers indicate that elements of the work may qualify for VAT relief. These opportunities will be explored further as part of the development of the project.

At this stage, deferring major intervention is considered the most prudent course. It enables the trustees to continue to meet current needs while preparing for a future transition that is both economically viable and aligned with the long-term conservation and sustainability objectives for the building. We request approval to investigate infrared options, at least as a partial solution.

6. PROJECT PROPOSALS CONCLUSION

The proposals set out in this document represent a coherent and proportionate response to the current challenges facing St Mary's. They are grounded in a clear understanding of the building's significance, its physical constraints, and its evolving role as a community venue.

Taken individually, each of the four projects addresses a specific and well-defined issue: the organisation and usability of the northern aisle; the condition and long-term performance of the building fabric; the adequacy of ancillary accommodation; and the future approach to heating. Taken together, they form a coordinated programme intended to secure the continued and sustainable use of the building.

The approach adopted by the trustees has been deliberately cautious and conservation led. Interventions are limited in scope, largely reversible, and carefully located within areas of existing change. Where new elements are introduced, they are designed to be simple, subordinate, and clearly legible as contemporary additions. The proposals seek not to compete with the historic fabric, but to support and reveal it through improved organisation, reduced clutter, and more appropriate environmental management.

The programme is structured to prioritise early, high-impact improvements while ensuring that more complex or fabric-sensitive works are properly evidenced and developed. In particular, the investigation of the building fabric in Phase One establishes

a robust basis for subsequent repair, while the extension of ancillary facilities builds on an established and reversible intervention. The approach to heating has been intentionally deferred, allowing time for further evaluation of technology, cost and funding opportunities, while maintaining a clear long-term direction towards a more sustainable solution.

The trustees consider that the public benefits arising from the proposals are substantial. The works will improve accessibility and facilities, enhance the experience of performers and audiences, and address practical constraints that currently limit the building's use. In particular, the programme supports the objective of establishing St Mary's as a viable year-round venue, strengthening both its community value and its long-term sustainability.

The trustees therefore respectfully submit that the proposed programme represents a balanced and responsible way forward. It maintains the integrity and significance of St Mary's while enabling it to function effectively in the present day, ensuring that it remains both a valued historic asset and a sustainable centre for community activity.

Plasterwork and drainage repairs remain uncertain and are therefore included as a provisional sum. The spread of prices will change once further investigation has been undertaken.

7. BUDGETING AND FINANCE

The trustees acknowledge the significant effort and success of their predecessors in establishing a funding base sufficient to support the majority of Phase One works. These resources enable early delivery of high-impact improvements, demonstrating progress and strengthening the case for subsequent funding.

Phase One will therefore be supported primarily through existing funds and locally generated income, allowing the reorganisation of the northern aisle and the investigation of the building fabric to proceed without delay.

Phase Two, by contrast, will require a more structured approach to institutional and grant funding. The trustees will pursue a coordinated funding strategy, targeting organisations whose priorities align with heritage conservation, community use, and environmental sustainability. This approach is intended not only to secure funding but also to ensure that the programme is delivered in a manner consistent with best practice in the sector.

The Budget in Appendix A is a strong estimate for Phase One and indicative for Phase Two, dependent on the amount of fabric damage revealed, any new solution for the heating, and whether VAT is applicable, given our pursuit of net zero.

7.1 Project Governance

To ensure that the programme is delivered in a streamlined, well-governed and financially efficient manner, the trustees have established a dedicated subcommittee to oversee its development and implementation. The subcommittee comprises the Treasurer, Lester Thompson, and the Trustee responsible for property, Paul Graeme MBE, with the Chairman, Robert Pay, attending as required.

Paul Graeme brings extensive experience in commercial and residential property management and, as a former Mayor of Sandwich, has a strong understanding of local authority processes and stakeholder engagement. As Chair of Sandwich United Charity and its Trustees, he oversaw the delivery of new kitchen and toilet facilities at St Bartholomew's Chapel in Sandwich, a thirteenth-century building supporting 26 almshouses, working closely with Philip Graham of the Duncan + Graham Partnership.

Lester Thompson, through his role as Deputy Headmaster at the local grammar school, brings substantial experience in project oversight and estate management. He has been closely involved in decision-making and cost planning across a range of school-based capital projects, with a combined value of approximately £2 million, providing strong practical insight into the delivery of complex works.

The Chairman, Robert Pay, holds a postgraduate degree in Medieval Studies, with a specialisation in Gothic Architecture, bringing an informed appreciation of the building's historic and architectural significance.

Collectively, the subcommittee provides a balanced combination of financial oversight, property expertise, heritage understanding and local knowledge, ensuring that the programme is both carefully controlled and appropriately informed.

7.2 Church and Heritage-Specific Funding

The trustees will actively pursue funding from established bodies that support the conservation and sustainable use of historic churches and heritage buildings.

The National Churches Trust will be approached in relation to repair, facilities and accessibility works, particularly where these support the continued use of the building as a community venue. The Benefact Group, formerly the Allchurches Trust, will also be

considered as a potential source of funding for projects that combine conservation with clear public benefit.

For fabric repair and conservation-led interventions, the trustees will explore opportunities with organisations such as The Pilgrim Trust and the Architectural Heritage Fund, particularly where proposals are supported by diagnostic evidence arising from Phase One investigations. In addition, Historic England and the National Heritage Memorial Fund may provide support for works that contribute to the long-term preservation of significant historic fabric.

The trustees will also make use of national funding directories and advisory resources to ensure that all relevant opportunities are identified and pursued in a timely and coordinated manner.

7.3 National, Regional and Local Funding Sources

At a national level, the trustees will seek to develop a future application to the National Lottery Heritage Fund, particularly in relation to Phase Two works. The proposed programme, combining conservation-led repair with enhanced community use, aligns closely with its funding priorities.

In parallel, the trustees will consider applications to major grant-making trusts, including the Garfield Weston Foundation, The Wolfson Foundation and The Clothworkers' Foundation, each of which has a strong track record in supporting heritage and community infrastructure projects.

Beyond these core funders, the trustees will actively explore a wider range of national funding opportunities identified through government and heritage sector funding portals. These include central government grant programmes supporting carbon reduction and community infrastructure, such as those identified through the Crown Commercial Service and the UK Government's grant funding directory. Additional opportunities will be reviewed through sector-specific resources including the Heritage Funding Directory and the Historic Environment Local Management (HELM) guidance portal, ensuring that emerging or time-limited funding streams are not overlooked.

The trustees will also consider whether elements of the programme may align with funding priorities of national heritage bodies, including English Heritage and related advisory or grant schemes, particularly where works contribute to the preservation and public appreciation of historic fabric.

Sandwich St Mary's Community Trust

At a local and regional level, Phase One will be supported primarily through locally generated funding, including private donations, sponsorship from local businesses, and targeted fundraising initiatives linked to specific elements of the works. This approach is intended to demonstrate delivery and build momentum, thereby strengthening subsequent funding applications.

The trustees will also engage with local authorities to identify opportunities linked to heritage, regeneration and community use, and will explore locally administered funding streams, including those managed by the Kent Community Foundation. In addition, the Georgina Maddox Fund will be approached in relation to smaller-scale interventions, noting its focus on grants of up to £3,000.

Sandwich St Mary's Community Trust

APPENDIX A: BUDGET		£ ESTIMATED COST	
PHASE ONE			
Project One: Northern Aisle	Bar	£8,000.00	
	Green Room	£17,000.00	
	Storage Cupboard	£10,000.00	
	Architects' Fees (8%)	£2,800.00	
	VAT (20%)	£7,560.00	
	PROJECT ONE TOTAL	£45,360.00	
Project Two: Fabric Diagnostics	Professional fees: design consultation, damp and drainage survey and recommendations plus write a heritage survey	£2,500.00	
	Architects' Fees (8%)	£200.00	
	Project Total	£2,700.00	
	VAT (20%)	£540.00	
	PROJECT TWO TOTAL	£5,940.00	
	PHASE ONE TOTAL	£51,300.00	
PHASE TWO		Low	High
Project Two: Fabric Repair & Redecoration	Plasterwork £12,000-30,000	£30,000.00	£90,000.00
	Architects' Fees (8%)	£2,400.00	£18,000.00
	VAT (20%)	£6,480.00	£21,600.00
	PROJECT TWO TOTAL	£38,880.00	£129,600.00
Project Three: Pod Extension	Toilet Pod Extension	£50,000.00	
	Architects' Fees (8%)	£4,000.00	
	VAT (20%)	£10,800.00	
	PROJECT THREE TOTAL	£64,800.00	
Project Four: Heating	Units & Labour	£90,000.00	£150,000.00
	VAT (20%)	£18,000.00	£30,000.00
	PROJECT FOUR TOTAL	£108,000.00	£180,000.00
	PHASE TWO TOTAL	£211,680.00	£309,600.00

APPENDIX B: CORE PROFESSIONAL TEAM

Philip Graham: Architect and Project Manager

Philip Graham RIBA is a director of the Duncan + Graham Partnership, a long-established Kent-based architectural practice with a history spanning more than a century. He leads the practice with a strong emphasis on design quality, practical delivery, and close client collaboration, ensuring that projects of all scales receive the same level of care and attention to detail.

Philip has deep expertise in working with historic and ecclesiastical buildings, where he has successfully overseen the sensitive integration of modern facilities within heritage settings. His portfolio includes projects such as St Andrew's, Tilmanstone, St Bartholomew's in Sandwich, and St John's in Margate, where new interventions—ranging from kitchens and toilet facilities to reconfigured internal spaces—have been carefully designed to enhance usability while respecting the architectural and historic integrity of the buildings.

In addition to his heritage work, Philip has led several community-focused church and civic projects, delivering flexible, multi-use spaces that support both worship and wider public engagement. His approach combines a clear understanding of client needs with a pragmatic and creative design process, enabling complex briefs to be translated into coherent, well-resolved outcomes.

Philip's leadership is characterised by a collaborative working style, engaging closely with clients, stakeholders, and specialist consultants throughout the design and delivery process. This is particularly important in heritage contexts, where careful coordination and sensitivity to setting are essential. His work consistently demonstrates an ability to balance conservation with innovation, ensuring that historic buildings remain relevant, functional, and sustainable for future generations.

Working with the Trustee Subcommittee, he will be in control of the costs with overall responsibility for quality control for the project.

Allan Cox: Heritage Consultant

As part of the development of proposals for repair and improvement works at St Mary's Arts Centre, Duncan + Graham Partnership will coordinate specialist heritage advice

from Allan Cox, to inform the design process and support the preparation of planning and listed building consent applications.

Allan Cox is a Built Heritage Consultant based in Kent. He has over 35 years of experience with built heritage in private and public sectors, as a historic buildings architect and a conservation officer for local and county councils in Kent and Medway, as well as a Historic Buildings Architect for English Heritage. He is an elected member of the Institute of Historic Building Conservation.

His scope of services will comprise:

Design Consultation: He will provide heritage and conservation advice in consultation with Duncan + Graham Partnership and will assist in developing design proposals that respect the historic significance of the building and follow recognised conservation practice.

Condition Survey and Damp Assessment: He will undertake a visual inspection of interior areas affected by damp. He will prepare a brief written report recording the condition of the affected areas, considering likely causes of damp where visible evidence allows, and incorporating findings from specialist investigations commissioned by the client (including drainage survey and paint analysis). He will provide recommendations for repair and remedial works to inform the specification of appropriate conservation measures.

Heritage Statement: He will prepare a Heritage Statement in accordance with National Planning Policy Framework (NPPF) paragraph 200. The statement will describe the heritage significance of the building, assess the impact of the proposed works, and provide supporting justification for the planning and listed building consent applications prepared by Duncan + Graham Partnership.

Site Inspection and Ongoing Advice: He will undertake a site visit to inform the survey and Heritage Statement. He will provide further professional advice as required during the development of the proposals, including the review of design options, attendance at meetings, and conservation input in support of the planning and listed building consent submission.

APPENDIX C: DUNCAN + GRAHAM ECCLESIASTICAL & COMMUNITY CENTRE CREDENTIALS

Heritage Ecclesiastical Buildings with Modern Facilities Added

- ❖ **St Andrew's Church, Tilmanston** – new toilet and kitchen facility in the base of the 12th Century Tower of the Church
- ❖ **St Bartholomew's, Sandwich** – new toilet and kitchen 'pod' at the rear of the 13th Century Church
- ❖ **St John's Church, Margate** – new first floor space creating meeting room and art display areas in the west end of the parish church, together with kitchen, toilet and lobby/reception area below

Ecclesiastical Buildings with Community Use

- ❖ **St Philip's Church, Palm Bay Cliftonville** – New community church, providing flexible space for both worship and community functions
- ❖ **Seasalter Christian Centre, Whitstable** – New community church, providing flexible space for both worship and community functions
- ❖ **Holy Trinity, Cliftonville** – Reordering of the church to make the main worship space completely flexible, retention of the historic side chapel, extension to form new resource centre and café
- ❖ **Queens Road Baptist Church** – extension rebuild, extension and modernisation of the building to provide a first-floor worship space with flexible multiple use, ground floor rooms for church and community use, and a café space
- ❖ **Quinquennial Inspection of Local Churches**