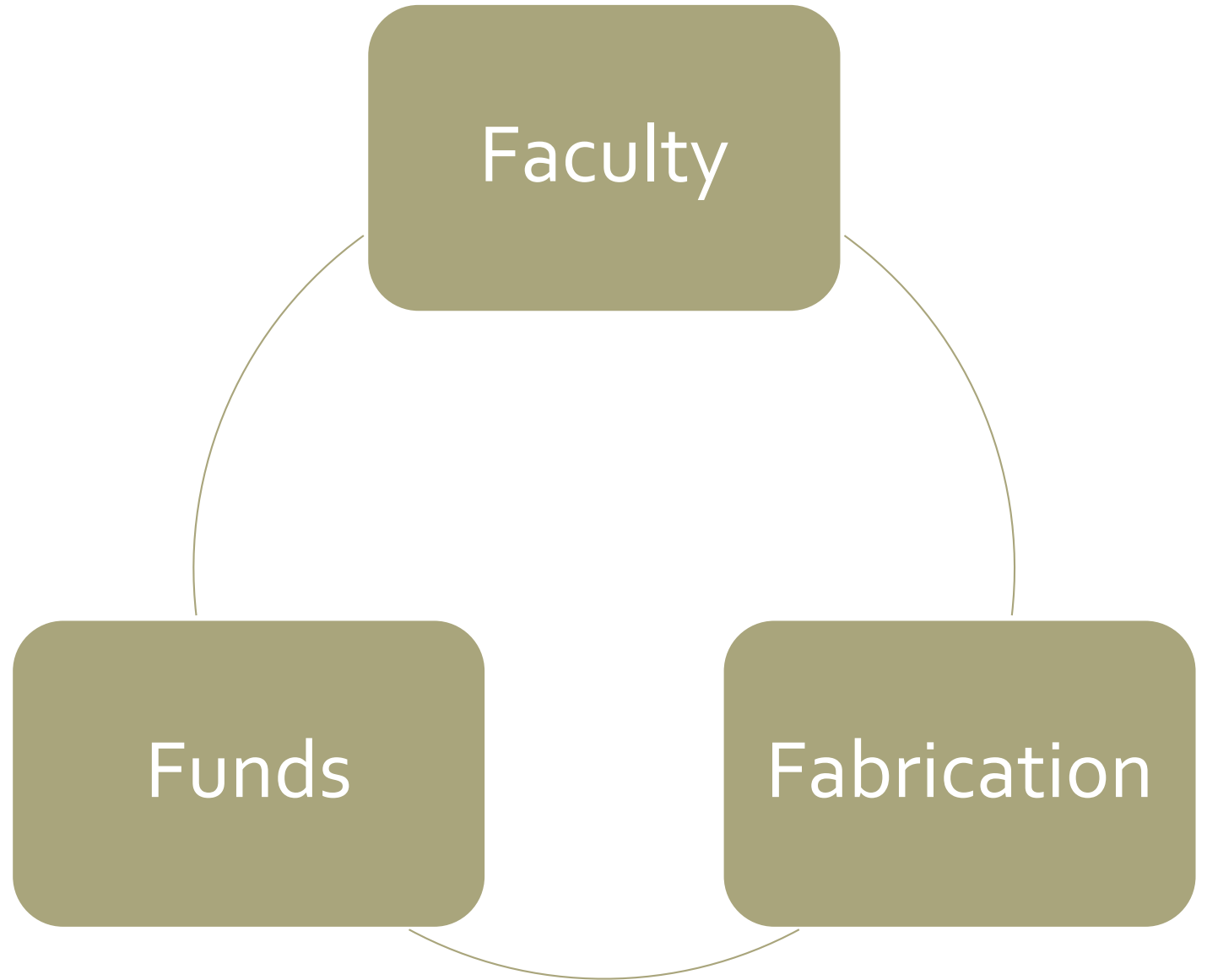


Transforming Heating & Lighting in Heritage Churches: *How to deliver a successful project*

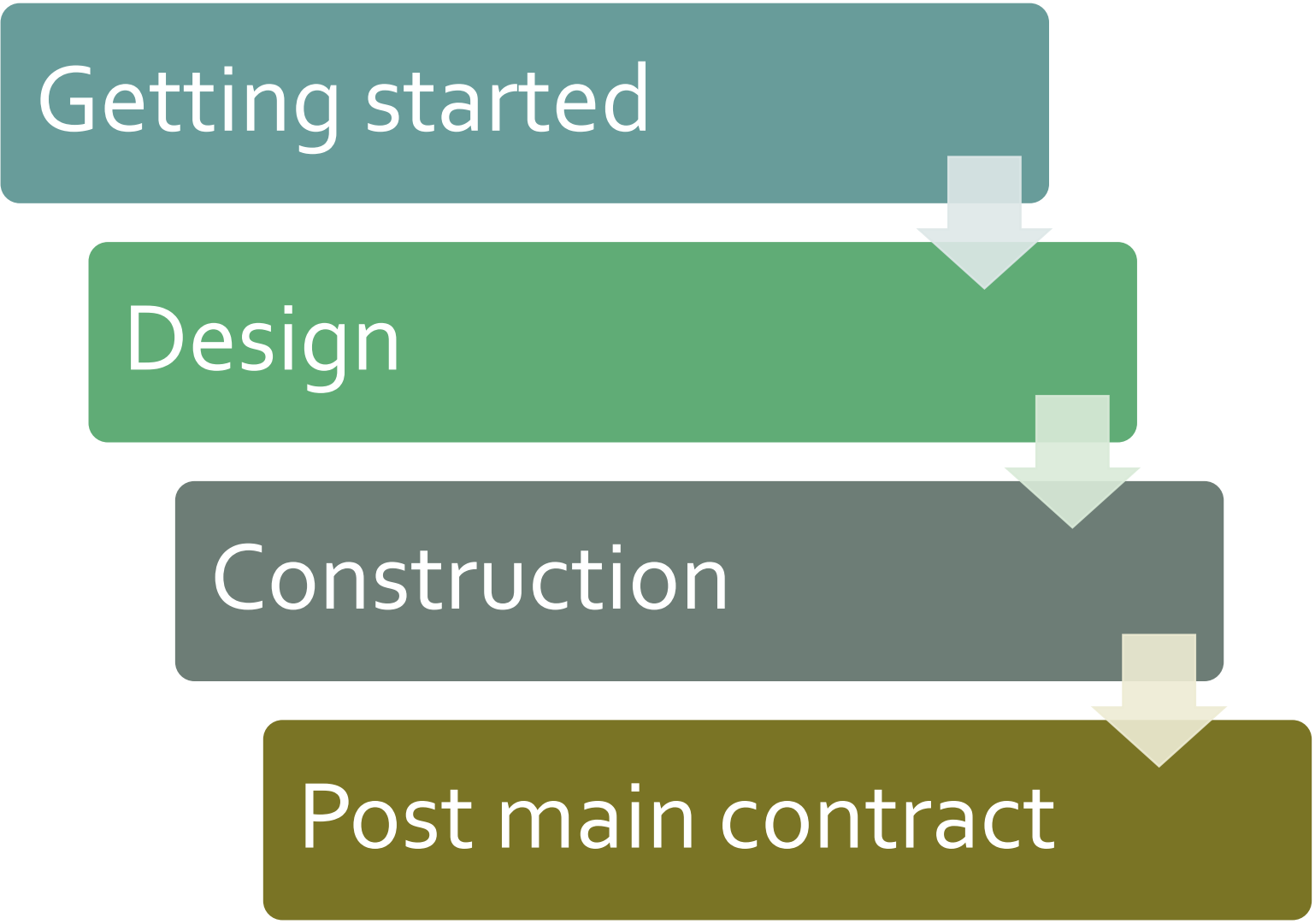
**Church Project team:
Dr Catherine Hammant
Jeremy Hammant**

Key areas of focus



Project phases

Getting started



```
graph TD; A[Getting started] --> B[Design]; B --> C[Construction]; C --> D[Post main contract];
```

Design

Construction

Post main contract



Phase 1

Getting started

Phase 1: Getting started

Project aims

What do we want to achieve?

A comfortable church

A reduced carbon footprint

Heat the
building or the
people?

What days of
the week?
(Noting present
and future
activities)

Just heating in
winter or
cooling in
summer too?

Consider the
heat generation
and heat
distribution
systems
separately

A phased
approach over
what
timeframe?

A fully carbon
neutral system
straightaway?

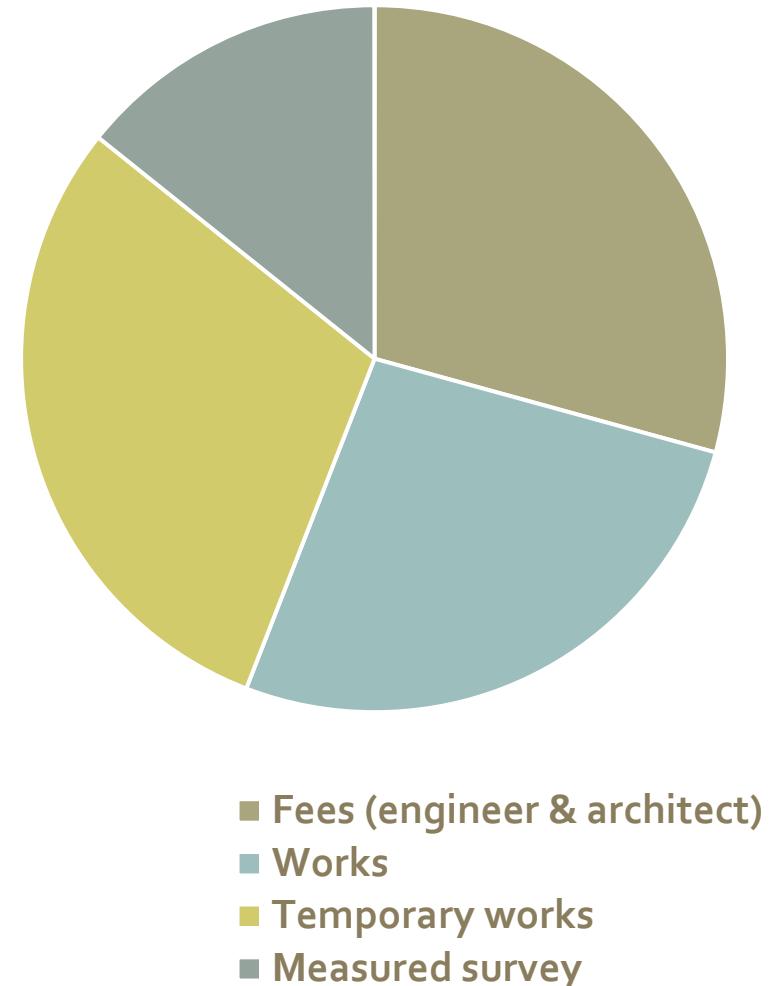


Phase 1: Getting started

The need for a "pre-funding" budget

- Professional fees
- Measured survey
- Temporary heating
- Boiler removal

Pre contract phase spend



Phase 1: Getting started

Faculty key points

Details	Supporting documents and images	History	Messages	Archived Forms
File Name	Description	Size	Modified	Uploaded By
 Fundraising Strategy for All Saints Heating Project February 2025.docx	Fundraising strategy	18332	24/02/2025 13:48:09	Jeremy Hammant
 All Saints Stamford Heating Report 040724.pdf	Heating solution options assessment by Illuminous Consulting	2701145	24/02/2025 13:51:05	Jeremy Hammant
 All Saints' Stamford - High level redundant pipework.docx	Photographs showing high level redundant pipework that will be removed as part of the programme of work	1522363	24/02/2025 14:01:11	Jeremy Hammant
 Site Visit Report^ 16th April 2024.pdf	DAC Site visit report April 2024	601579	24/02/2025 14:09:47	Jeremy Hammant
 24-ASCS01-E100 Lighting Proposals P1 (1).pdf	Lighting proposal specification drawing by Illuminous Consulting	2181428	25/02/2025 13:29:35	Jeremy Hammant
 24-ASCS01-E200 Heating Proposals P1 (1).pdf	Heating proposal specification drawing by Illuminous Consulting	1604538	25/02/2025 13:30:21	Jeremy Hammant
 Statement of Significance All Saints' Stamford 2025.docx	All Saints' Statement of Significance	28933	25/02/2025 14:28:06	Jeremy Hammant
 Statement of Need All Saints' Stamford 2025.docx	All Saints' Statement of Needs	32246	25/02/2025 14:28:41	Jeremy Hammant
 FW_ Stamford All Saints_ heating and lighting.msg	FW_ Stamford All Saints_ heating and lighting.msg	151040	07/05/2025 13:52:42	Peter Duff
 FW_ Stamford All Saints_ heating and lighting.msg	FW_ Stamford All Saints_ heating and lighting	176640	07/05/2025 13:53:03	Peter Duff
 Additional Info.docx	Additional Info.docx	15636	08/05/2025 09:58:20	Peter Duff
 All Saints' - minutes of PCC meeting on 26th September 2024.pdf	Minutes of PCC meeting showing PCC vote on resolution to support the proposed programme of works	62498	16/05/2025 10:58:07	Jeremy Hammant
Download all forms & documents				

- DAC meeting timetable
- Level of detail required
- Public Notice uncertainty
- Chancellor's timetable



Phase 2

Design

Phase 2 - Design: Preliminary

Heating options assessment & selection criteria

Electric radiant (no glow)

Gas boiler replacement

Air source heat pump

Ground source heat pump

Oil boiler replacement

Electric boiler

- Capital/implementation costs
- Running costs (fuel/maintenance)
- Lifetime costs (c10years)
- Carbon saved
- Other considerations



Phase 2 - Design: Preliminary

Lighting scope - considerations

- Use of church throughout day/year for services, additional congregational and community uses
- Lighting for specific areas & control of different effects (including emergency lighting)
- Historic features and character of fittings
- Energy saving

Phase 2 - Design: *Tender process*

- Consulting engineer produced documents & ran process
- 5 contractors approached, 4 responded
- Engineer provided a comparison of prices/approach
- Separate process initially for plumbing & decorating
- Contractor appointed & scope extended to include procurement of halo units and subcontractors for plumbing & decorating



Phase 3 Construction

Phase 3 – Before the main contract

- Facilitating works before main closure
- Health and safety advisers appointed



Phase 3 - Construction

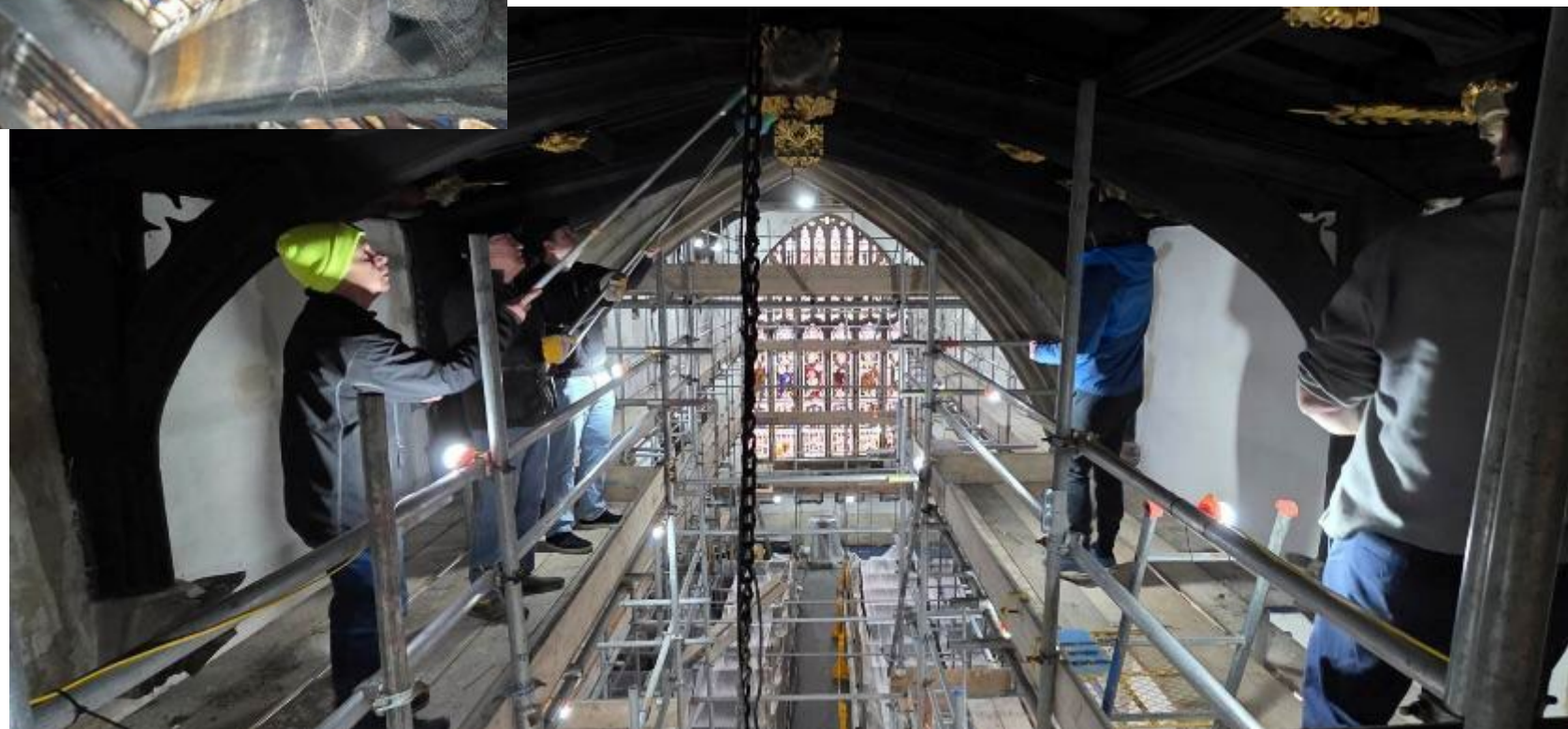
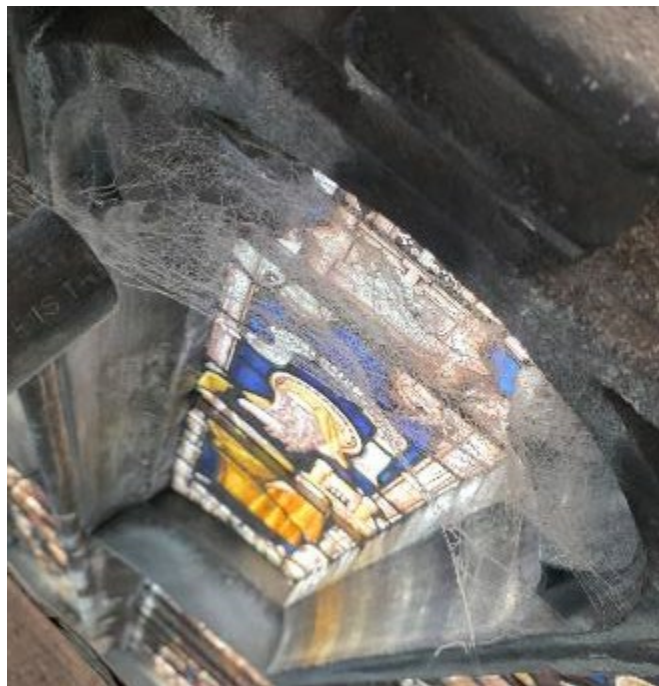
- Closure of 3 months
- 'Internal' governance agreed
- Regular meetings with small team

















Phase 4

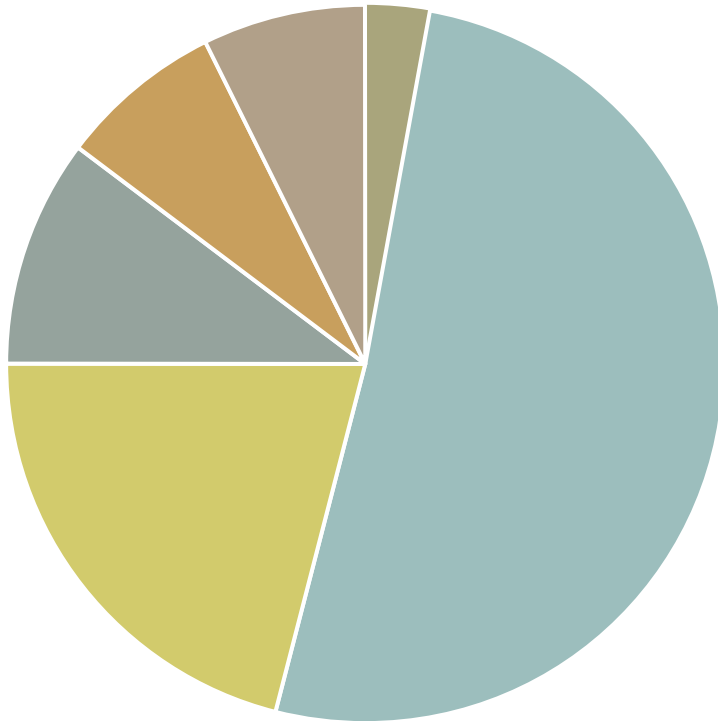
Post construction



Phase 4 - Post Construction

How much did we spend?

Contract phase spend



- Fees (engineer, architect, PDM)
- Contract works lighting
- Scaffold
- Contract works heating
- Contract works decoration
- Additional works

- Critical success factors:
- Detailed design
 - Robust tendering process
 - Realistic timescales
 - A team that really cared



Phase 4 - Post Construction: *Lessons learned*

- Up front and bridging funds
- Be realistic about the timeframe
- Engage external experts
- Be an effective client
- Manage the three project strands
- Communicate
- Celebrate success

Useful resources

Project planning:

- Trello app

Church of England:

- Heating Guidance Checklist 4 Nov 2025 (CofE)
https://www.churchofengland.org/sites/default/files/2025-12/heating_checklists.pdf
- CofE website including 10 simple steps to get started
<https://www.churchofengland.org/resources/churchcare/net-zero-carbon-church/practical-guide-help-your-church-reach-net-zero-carbon>
- A practical guide to help your church reach net zero carbon (CofE)
https://www.churchofengland.org/sites/default/files/2025-03/final-pptzc-guide_1.pdf
- NZC Programme for the CofE - Useful links for parishes about working towards Net Zero Carbon
https://linktr.ee/nzc_programme