



TREASURES
REVEALED
in West Yorkshire

Project Report

2008-2011
David Thompson





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Part I



INTRODUCTION

I am delighted to have been involved with this innovative, three year project and I am very grateful to the Archbishop of York for allowing me time to do this.

This has been a remarkable initiative involving a wide range of churches and other faith buildings in both urban and rural communities across the West Yorkshire region. Building on the earlier work done in North Yorkshire to encourage churches to open their doors to visitors, this Treasures Revealed West Yorkshire project has sought to bring similar opportunities to visitors to West Yorkshire and to widen the scope to embrace other faith communities.

Treasures Revealed West Yorkshire has been a complex project which has involved much painstaking work with many different faith communities across five areas of West Yorkshire and with those responsible for tourism. As well as attracting new visitors to this area, the project has fostered the development of good, and hopefully lasting relationships between the communities concerned. We have seen this particularly in the development of the faith trails in which visitors have had the opportunity to visit churches of different denominations, a mosque, a Hindu temple and a Sikh Gurdwara through taking part in the faith trail.

During the three years of the Treasures Revealed West Yorkshire project, we have had to work with tight timescales and budget. We are very grateful to the funding which the Heritage Lottery Fund has generously provided which has made this project possible. We also owe a great debt of gratitude to the different faith communities who have supported this project not only financially, but also through giving so freely of their time and advice.

There are many other thanks to be made at the end of a project of this nature. I would like to thank the CRC for hosting the project and for their consistent support throughout. I also wish to express my thanks and appreciation for the volunteers, the Steering Group, the Management Group and the Project Team who have worked so tirelessly to make Treasures Revealed West Yorkshire happen.

I am proud of what we have achieved in enabling people to see with new eyes, the treasures contained in the faith buildings of their local communities. I hope it will enable both them and visitors to the area, to recognise the importance of this architectural faith heritage. One of the most exciting aspects of the project has been equipping local communities to serve as guides so that knowledge about these faith treasures can be shared and passed down for the future.

I would like to pay special thanks for the Project Team - David Slater, David Thompson and Tracy Needham who have worked so hard and with such great commitment to ensure this project was realised and completed to task and to budget.

I hope that you enjoy reading this report and that it inspires you to visit some of the faith treasures in your area.

Rev Dr Daphne Green
Chair TRWY Steering Group



EXECUTIVE SUMMARY

THE PROJECT

Treasures Revealed in West Yorkshire (TRWY) is a multifaith project aiming to open up places of worship in West Yorkshire to visitors in order that they may appreciate the built and cultural heritage of faith communities and buildings of faith buildings and communities. The 3-year project has run since January 2008 and is due to end by December 2011, although funding for staff and events will end in February 2011. The project is hosted by the Churches Regional Commission for Yorkshire and the Humber at its offices at 20 New Market Street, Leeds LS1 6DG.

A steering group chaired by the Reverend Dr Daphne Green guides the project, and the strategic aim is to: *Inspire and attract residents and visitors to experience and celebrate West Yorkshire's vibrant faith heritage.* The key elements of the project apply in each of West Yorkshire's five local authority districts (Leeds, Kirklees, Calderdale, Bradford, and Wakefield) and included the running of a Festival Week, a Faith Heritage Trail, training for visitor welcomers, and a districtwide gazetteer of participating venues. In addition, a conference was held in each of the three years to which all West Yorkshire faith communities were invited.



SUCCESSES

Almost all of the targets and goals were met and exceeded, and the challenging project timetable and budgets were also within target.

Key successes included the five Festival Weeks and the formation of multifaith Faith Heritage Trails in four of the districts – the other district (Wakefield) only had Christian venues and representation from the Pagans on its trail and Festival Week. Generating multifaith partnerships is notoriously difficult and requires a great deal of patience and understanding by the partnership formers, and great courage and vision by the participating places of worship.

Another major success was the Welcome Faith Heritage training that helped volunteer welcomers to understand the importance of visitor care, and how to interpret their place of worship to visitors. Additional training sessions were also held in accessing local media sources, and participants enjoyed a heightened media profile during the events.

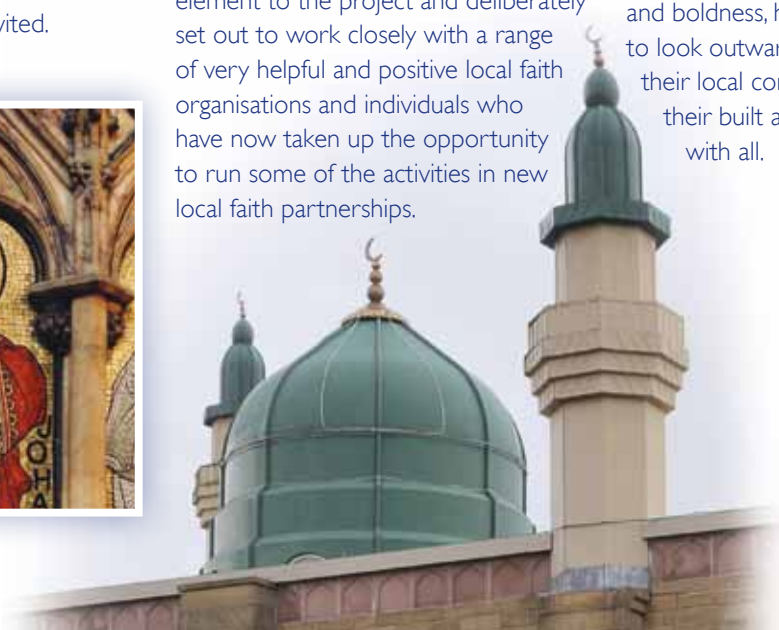
The project team were also acutely aware that there was a potential to develop a lasting and sustainable element to the project and deliberately set out to work closely with a range of very helpful and positive local faith organisations and individuals who have now taken up the opportunity to run some of the activities in new local faith partnerships.

CHALLENGES

No project runs perfectly, especially where it is breaking new ground. The multifaith aspect of TRWY made planning very difficult, especially given that nothing so comprehensive had been attempted before. Gleaning usable information and images for literature and website was a real problem, particularly in the non-Christian faiths. Issues of trust did take some overcoming but by being transparent and inclusive in brochure and web content production, problems and cultural inconsistencies were ironed out.

CONCLUSION

Disappointingly, there is no funding through Heritage Lottery Fund for a TRWY Mark II to build on the extraordinary amount of skills and goodwill that the project has generated. For some, at a higher strategic level, TRWY was a superficial and glossy irrelevance in the long game of interfaith relations. However, for those at ground level, it was a quick hit – the nudge they needed to stimulate and generate interest in their own faith building among their volunteers and congregations. TRWY was the catalyst to generate new experimental thought and boldness, helping faith communities to look outwards, to engage again with their local communities – to share their built and cultural heritage with all.





Part 2

PROJECT EXPECTATIONS

One of the main concerns when setting up a major project is to ensure it is properly managed and monitored. The tasks of day-to-day running of the project, its programme and budget were written into the job description of the Project Development Officer.

The Steering Group (see below) identified the key aim of the project was to *inspire and attract residents and visitors to experience and celebrate West Yorkshire's vibrant faith heritage*. The wording was deliberately and carefully chosen to show that although faith heritage had a considerable history stretching back thousands of years, it was not dead, and was still an integral part of West Yorkshire's culture and social and community activity.

A further key element was the inclusion of multifaith activity in the project bid and guidelines. The project team took the view that following the traditional faith sector way of working – asking previously known and trusted individuals to become involved – would simply fail to work in West Yorkshire's multicultural society. The team took the view that any enrolment activity would be based on plurality and inclusiveness – there would be no favourites and no baggage.



GUIDANCE & MANAGEMENT

The Churches Regional Commission for Yorkshire & the Humber (CRC) successfully delivered church tourism projects in North and East Yorkshire in partnership with the Yorkshire Tourist Board and East Yorkshire Historic Churches Trust. While Yorkshire was widely regarded as being at the forefront of the development of high quality faith-based heritage tourism experiences, West Yorkshire sub-region was seen to have missed out. For CRC, supporting and developing tourism and heritage projects was a key part of their commitment to maximising the contribution that churches and faith communities make to life in the region.

In late 2007 it was felt by CRC that the sub-regional focus of the TRWY project meant that it would benefit from a guiding Steering Group. An initial trawl of potential Steering Group members was undertaken by CRC under the chairmanship of the then Chair of its Culture Task Group, the Venerable Malcolm Grundy. Ultimately, a Steering Group from mainly Leeds and Kirklees areas was formed and bi-monthly meetings subsequently took place, to which the project team duly

reported. At the end of 2008, moving into new ventures led to the Venerable Malcolm Grundy retiring as Chair; to be replaced by the Reverend Dr Daphne Green. From 2009, Steering Group membership became increasingly dynamic as the project rolled out across West Yorkshire. Several members, such as Rev Peter Mott and Dr John Hargreaves, acted as local champions, building local partnerships and encouraging a significant number of participants. The formation of a smaller Management Group of the project team and Dr Green and Steering Group and CRC Board member John Beal after the first year, helped to keep the project on track between Steering Group meetings.

It is important to note that by reporting back at regular intervals, not only were the budget and activity constrained within targets, but fresh challenges and difficulties could be identified and obviated before progressing into a new district. Lessons were learnt on an ongoing basis, new innovations tested and tried, and new outcomes achieved, in what was an incrementally creative process.



STRATEGY

Whilst the goals and targets were easily identifiable, the underlying principles and strategic value of the project were not clear. Undertaking the activities and achieving the goals was well defined, but the reasons for doing so were vague. In other words, why was the project being undertaken, and how did it fit into the bigger picture?

The Project Development Officer drafted a strategy that was ultimately approved by the Project Steering Group, and which tied the project into a range of regional and local strategies and policies. This approach also enabled the Steering Group to agree the amended programme, and for the Project Development Officer to tie in the strategy and workplan and design & print specification into the project budget and cashflow.

The key strategic objectives gave an opportunity to be more aspirational than the bald project targets, although some ultimately proved unattainable.

Nevertheless, it was an indicator that the project team and Steering Group were resolute in their ambition to make the project a resounding success. The project objectives were:

- To provide an opportunity for local people of all faiths to become actively involved in learning about, accessing, enjoying and promoting their local places of worship through a one-week Treasures Revealed festival in each local authority area
- To nurture and develop five Treasures Revealed partnerships over three years, and support at least 100 West Yorkshire places of worship as visitor attractions
- To improve visitor knowledge of, and access to, other people's cultural heritage
- To increase visitor numbers to partnership places of worship by 5% per annum in order to assist in the regeneration of local and sub-regional visitor economies



- To encourage the recruitment, support and training of 50 local volunteers to undertake research in order to produce high quality interpretive materials for their places of worship, leading to the production of exhibition and interpretation materials for at least five visitor trails
- To train 150 volunteers in the Welcome Host programme (including Welcome Faith) over the three years of the project, to recognise, value and assist their role as frontline disseminators of information
- To produce by December 2010, a gazetteer of all places of worship in each of the five local authority areas
- To inspire participation in the Treasures Revealed partnership through the running of a one-day conference in each of the project's three years

The strategy was reviewed in mid-2010, when progress against the targets was noted and felt to be satisfactory.

What did You Enjoy About the Festival?

“

The sincere nature of the visitors and the thoughtful questions they had. It was a good opportunity to understand the perceptions of others and their feelings on some of the practices of our faith.

”





CHANGING ETHOS

Treasures Revealed in West Yorkshire, like any other project, started out with clearly defined goals and targets and intentions to change people's lack of experience in accessing local faith heritage in West Yorkshire. A similar scheme, the North Yorkshire Church Tourism Initiative, had been run by CRC from 2004, but in 2007 was drawing to a close.

North Yorkshire

The success of the North Yorkshire scheme was based on encouraging churches to open their doors to visitors, and in doing so to spread knowledge about church buildings and their associated impact on local culture.

This worked extremely well in North Yorkshire where a range of local partnerships and schemes were established by the initiative coordinator, Zoe Kemp, to help to deliver open churches. North Yorkshire is a very popular visitor destination, and churches have traditionally been comfortable with having a role to play in the local visitor economy.

However, the focus on Churches meant that other faiths and some denominations were scarcely involved in the opportunity to exhibit their buildings, or to show and explain their contribution to the culture or well-being of the local community. In addition, many places of worship not located in tourism honeypots or in less affluent areas, or with newer faith buildings, felt it was inappropriate to participate.

West Yorkshire

West Yorkshire is not the same as North Yorkshire.

Britain's industrial revolution was sparked in West Yorkshire, as wool and cotton mills and heavy industry replaced the agrarian lifestyle, and people flocked from the countryside into the ever-growing towns and cities. Significant

wealth was created, and rich merchants seeking a way into the kingdom of heaven dug deep into their pockets to fund the building of some magnificent churches.

Sadly, this wealth was created by a subjugated and deprived working class living in smoky slums and suffering from crippling disease and endless hunger. From this grinding poverty sprang a more egalitarian non-conformist faith movement, disturbed by the cosy relationship between church and mammon. New Sunday Schools taught working people how to read and write, and a new enlightenment among the burgeoning middle classes led to children being taken out of factories and mills and put into schools.

Cheaper housing and plentiful unskilled employment eventually attracted immigrants from other parts of the world, who brought with them new faiths, beliefs and culture. In the middle of the 20th century, small Mosques and Gurdwaras began to appear in terraced houses, and then in converted large buildings and eventually in brand new purpose-built faith buildings as the immigrant populations grew in numbers and affluence.

The collapse of the wool and cotton trade in the face of cheap imports has left West Yorkshire with new economic difficulties, and put increasing strain on the third sector, especially faith organisations.

Multifaith

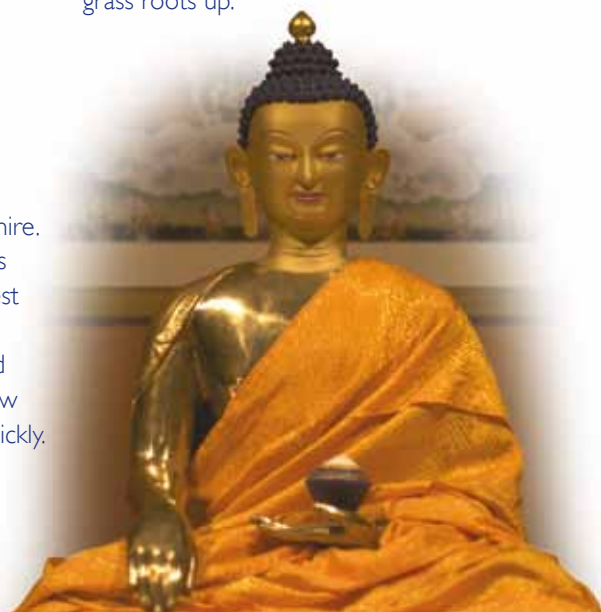
Multicultural West Yorkshire has therefore evolved into something entirely different from North Yorkshire. The prescient inclusion of the ethos of multifaith working within the West Yorkshire project bid ensured that a new approach, with new skills and knowledge had to be taken, and new lessons learnt and analysed very quickly.

It was inevitable therefore, that the



West Yorkshire Treasures Revealed project would be much more complex than the North Yorkshire Church Tourism Initiative. The economic or psychological drivers that encouraged open churches in rural North Yorkshire were a world apart from those in urban or even rural West Yorkshire.

Against this backdrop it was clear that a new way of operating would be needed, and that traditional partnerships at a strategic level in dioceses or with statutory tourism organisations would only be part of the answer. To succeed, the project needed to be fully inclusive, and to work from grass roots up.



PROJECT ACTIVITY AND ACHIEVEMENTS

A great deal of work went into engaging with participants and in providing them with the best quality support materials and training. In order to provide an equal opportunity for all faiths to participate, the project team researched and set up multifaith databases for each district. These were written to at the outset of the period allocated to each district, and neighbourhood meetings held to explain the project and encourage participation. However, non-Christian participation remained low.

One early success was the Makkah Masjid in Leeds, where an exhibition of Islamic science and art was mounted during the festival week. A media release by the project team led to the exhibition being shown on BBC's Look North programme, leading to over 1500 visitors attending through the Festival Week.

MULTIFAITH PARTNERSHIPS

Sadly, multifaith activity in Leeds was limited and largely unorganised, despite efforts to generate interest by among others the Bishop of Ripon and Leeds. The team was fortunate to encounter the interfaith partnership already in place in Beeston Hill, and could build a Faith Trail around that partnership.

In Kirklees, early contact was made with the Interfaith organisations in North Kirklees and the Huddersfield Interfaith Council, and the fledgling Kirklees Faith Forum. Assistance from all three organisations led to a significantly greater contingent of non-Christian venues. Likewise in Bradford, a small team set up between the project team, Rev Peter Mott, and the Bradford Faiths Forum, engaged with local organisations (Touchstone, the Bradford Council for Mosques, the Federation of Bradford Sikh Organisations etc.) whose help was invaluable in delivering a diverse mix of participating venues. Sadly, in Wakefield there was no active interfaith

organisation. In Calderdale, a similar team was set up to Bradford, with input from Rev Hilary Barber at Halifax Minster, Calderdale Council's Tourism Officer, Chris Evans, and Raja Khan and Sail Suleman at the Calderdale Interfaith Council, which again helped to deliver all but one of the district's seven mosques as Festival Week venues.

EARLY DELIVERY

The timetabled delivery of the Treasures Revealed in Leeds (TRIL) Festival week on the Mayday Bank Holiday was certainly a challenging target, despite the Festival week having run in the previous two years. Whilst the Project Coordinator post had been filled relatively promptly in late December 2007, the Project Development Officer post was not filled until February 2008. Both posts, therefore, needed to hit the ground running to be in a position to run TRIL week. Inevitably, the first 2-3 weeks were taken up in setting up the offices with equipment etc, and in considering the planned activities.

Moreover, some of the previous participants had indicated that the information and promotion had been limited, and the event had suffered accordingly.

Although the TRIL week was some 2½ months after the posts were both filled, in reality the organisation and promotional materials had been put on hold during the recruitment process. A further problem was that the HLF rules and guidelines on procurement, quite correctly meant that a time-consuming tendering process needed to be undertaken.

A design and print specification was drafted, which was for the duration of the project contract, in order to deliver a level of consistency. The opportunity was also taken to build on the existing Treasures Revealed logo to produce a Treasures Revealed branding, which included design guidelines and font usage.

The Churches Regional Commission's previous print and production had been fulfilled by sending the information to a printer and allowing the printer to pull together the information. This method, whilst being perfectly acceptable for one-off events, can lead to inconsistency of design and production quality. The Project Development Officer's marketing background experience encouraged the introduction of working with a designer instead. Thus, the tendering process included two designers and the printer previously used by CRC for the TRIL festival week.

The winning tender was submitted by Atrium Images, whose design and print estimate was lower than the others. The subsequent relationship between the Treasures Revealed team and Atrium Images has been at the heart of the success of the project. It is safe to say that the professionalism, flexibility, skill and commitment of Atrium Images, has been the most telling factor in delivering the extraordinarily high quality and accuracy of the highly complicated festival week brochures and faith heritage trail exhibition and promotional materials.

With less than six weeks to go before the festival week, work then began in earnest on designing and delivering the promotional materials, and matching branding for the website.

In hindsight, the festival week should have been rolled forward to Spring Bank Holiday at the end of May, to give a further 4 weeks in which to prepare a more comprehensive promotional programme.





PROGRAMME CHANGES

The original programme was duly considered by the Project Development Officer who then put forward an alternative programme. The biggest change was that the production of the Gazetteers was put to the very end of the project, because it was felt that was the point at which all the places of worship would be known. This turned out to be a wise decision because some of the festivals and faith trails continued in following years, and attracted new participants.

The other major change was moving the order of the conferences so they preceded the festival weeks in the district in which they were to run. This meant the conferences could then act as a springboard for the festival week partnerships.

Perhaps the biggest change was to merge the faith trails and the multi-site exhibitions. There seemed little point in creating a Faith Trail that had limited visitor interpretation, and a separate group of places of worship with a more tenuous link, but which would then have some visitor interpretation through exhibition materials. Moreover, it was felt that the creation of a more comprehensive scheme would be more attractive to participants. In addition, it was deemed desirable to create trails that did not require lengthy distances between venues, and could preferably be easily reached on foot.

It was also felt that the conference provisionally scheduled for Leeds would be better run in Halifax to help the inception of Treasures Revealed in Calderdale. In addition, following discussions in the team set up to help organise the Calderdale events, the date for the Festival Week (October) was moved back to early September to bolt onto the Heritage Open Days initiative. This was to boost attendances at both events and to lengthen the period in which people could visit places of worship.

PEOPLE

The twin role of the Project Coordinator caused some difficulties for the first year of the project, where the postholder was also employed by CRC as a part-time office administrator, and there was a tension in time allocated to the project. After eight months the post became vacant and was temporarily filled by Ushna Moghal, whose valuable input was timely and helpful. Ultimately, the Project Coordinator's post was successfully filled by Tracy Needham who was dedicated solely to the role, and who had the necessary skills, abilities and commitment to push the project forward.

Key people involved in the project included:



Chairs of the Steering Group:

The Rev Canon Malcolm Grundy
The Reverend Dr Daphne Green

Members of the Steering Group:

Richard Butterfield	(Kirklees Council)
Tracy Commons	(Kirklees Council)
Dr John Hargreaves	(West Yorkshire Methodists)
Melanie Prideaux	(Unitarians)
Nasar Fiaz	(Bradford Faiths Forum)
Jo Farrington	(Leeds City Council)
James Hill	(Leeds City Council)
Reverend Peter Mott	(Anglican Diocese of Bradford)
Anne Liston	(Halifax Baptists)
Malcolm Warburton	(Wakefield Cathedral)
Harbans Singh Sagoo	(Leeds Sikhs)
Amanda Warburton Bond	(Visit Leeds)
David Figures	(United Reformed Church)
Haji Mahboob Nazir	(Beeston Hill Faith Heritage Trail)
John Beal	(CRC Commissioner / CTA)
Chris Aldred	(Bradford Cathedral)

Staff

Project Development Officer:	David Thompson
Project Coordinators:	Mary White, Ushna Moghal, Richard Oliver, Tracy Needham
CRC Projects Officer:	David Slater



FAITH TRAILS

The timing of the Faith Trails was a significant problem. While the Festival Weeks had been run previously by CRC, Faith Trails had not, and there was no reliable handy model to emulate, particularly within a multifaith framework.

There was a tendency to compartmentalise the timings of the events, so that, for instance, Leeds would have its festival week, then the Faith Trail, and on their completion the team would move into Kirklees. However, early implementation of the Leeds Faith Trail for a short (five week) run attracted disappointingly low numbers of visitors. It was clear that the trail partners needed to formulate a strong partnership, and that the promotion of the Faith Trails needed a significant promotional lead-in period for potential visitors to get the message. Unfortunately, due to operational problems in the places of worship, when the new Leeds Faith Heritage Trails ran again in a similar contracted

five-week period, they also suffered from equally poor attendances – again due to limited advance promotion. Conversely, the partnership had grown in confidence, and successfully promoted a new midweek trail to local schools.

The Huddersfield Faith Trail took considerably longer to pull together, run, and promote, and had marginally greater success. However, not all the partners on the trail had completely bought into the concept and visitors received an inconsistent standard of service and welcome – despite our Welcome Faith training. In addition, there was some reticence in meeting together as partner members, despite the team's best efforts to arrange meetings and discussions.

Bradford was a significant improvement, with a partnership much more carefully crafted and nurtured, and an accessible and attractive product that was promoted through new channels – mainly using &Co's leaflet distribution network. In addition, we used &Co's online booking system, so that visitors had to book before attending. This meant that venues knew exactly when

visitors would be present, and that they would only be there for a short period of time (3/4 hour) making life much easier for volunteers.

Wakefield presented us with a different problem – there were far fewer venues, which consequently were much further apart, making a walking trail impossible. We took the view that we should develop a joint festival and faith trail five-week period, inviting all to participate. Whilst not a roaring success, the continuity from festival to faith trail meant that operationally it did work much better than the short-run Leeds trails that had no relation to the festival week.

Planning has now begun for the Calderdale Faith Trail. Two trails are planned, both of which will launch in May 2011. This is in order to give adequate time for the partnership relationship to grow, and to offer more time for advance promotion. This will be later than the expected target of Jan 2011, but it should make the trails more robust.

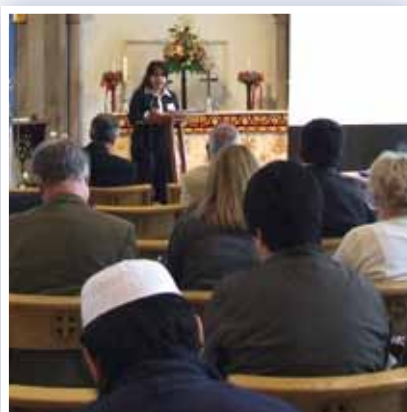
All in all, achieving any kind of multifaith trails would have been a significant achievement, and so to produce at least one in four of the districts, is a quite remarkable testament to the tenacity and trustworthiness of the project team, but also to the bravery and boldness of the participating venues.





MEETING TARGETS

The HLF bid submitted in 2007 was ultimately approved, and the activities, budget and timetable outlined within the bid were agreed (appendix 1). In essence, the rationale applied was that the sub-region of West Yorkshire would be broken down into its five constituent local authority boundaries and identical activities run in each.



	Project Target	Leeds	Kirklees	Bradford	Wakefield	Calderdale
Festival Week Venues	20 minimum	41	39	40	22	39
Visitor Numbers (Est.)	No target	2974	6273	6248	1339	5895 (Festival only)
Number of Trainees	18 minimum (90 total)	17	69	25	18	7 (to date)
Faith Heritage Trails Venues (inc exhibitions)	5 minimum	9 2 Anglican Churches 1 Sunni Mosque 1 Shia Mosque 1 Reformed Synagogue 1 Orthodox Synagogue 1 Gurdwara 1 URC Church 1 Methodist Church	5 1 Gurdwara 1 Methodist Church 1 Anglican Church 1 Mosque 1 RC Church	5 1 RC Church 1 Mosque 1 Hindu Temple 1 Gurdwara 1 Anglican Cathedral	12 1 New Life Christians 9 Anglican Churches 1 Anglican Cathedral 1 Unitarian Church	9 1 Anglican Minster 5 Anglican Churches 1 Methodist Church 1 Baptist Church 1 Arts Centre (former Chapel)
Gazetteer	1	Part of Project-wide publication	Part of Project-wide publication	Part of Project-wide publication	Part of Project-wide publication	Part of Project-wide publication
Website	1	Own geographical section in Faith Heritage Trail and Festival Week sections	Own geographical section in Faith Heritage Trail and Festival Week sections	Own geographical section in Faith Heritage Trail and Festival Week sections	Own geographical section in Faith Heritage Trail and Festival Week sections	Own geographical section in Faith Heritage Trail and Festival Week sections



Conferences

In addition, three conferences were to be held (in Bradford, Leeds and Dewsbury), one in each year of the project, with a target of attracting a minimum of 70 delegates. The Leeds conference was moved to Halifax in an effort to help launch the then upcoming Festival Week. The average attendance was between 25-55, so all three conferences failed to meet the

target. In Bradford this was because other multifaith events were organised for the same date (after the conference date had been set and promoted), and in Dewsbury it may have been because the event was held midweek, thereby denying ordinary working volunteers the chance to attend. The Halifax conference was moved to a smaller building following a hasty change of

venue from one which was not prepared to allow a room to be allocated for lunchtime prayers for Muslims. However, the three conferences were themed to meet the project aspirations (Building Partnerships, Faith Buildings, Celebrating Faith Diversity), and there were high quality key speakers including the Bishop of Pontefract, Tony Robinson, John Minnis of English Heritage, Dr John Hargreaves, the celebrated Hindu, Kiran Bali, and speakers from Heritage Lottery Fund and Welcome to Yorkshire.

With the exception of the conference delegate numbers, the targets were all met and mostly exceeded. But that doesn't tell the full story.

KEY DRIVERS FOR CHANGE

The groundbreaking nature of the project was clearly not going to be in its content, much of which could have been gleaned from existing information, but in its empowering approach, nurturing volunteers to make their contribution to the heritage knowledge bank.

This attitudinal shift necessitated a change in operational activity. Seeking out participating venues by asking clergy to pass the information on via the grapevine was clearly not inclusive to non-Anglican places of worship.

Likewise, trying to progress partnerships by the usual third or Church sector habit of engaging with a third party because they are known by somebody who could recommend them, was clearly not equitable or inclusive.

The project team took the view that rather than relying on the grapevine approach, they would take a route of writing to places of worship, but then following that up with email and telephone contact, and by holding

What did You Enjoy About the Festival?

“We enjoyed seeing new people and the volunteers got chance to chat with each other more than usual. They also enjoyed finding out more about our church following the specially written trail.”

neighbourhood meetings and inviting all local places of worship to attend.

Moreover, in years 2 and 3 the team had the time to seek out and work with local interfaith partnerships, and to engage with non-Christian faith communities.

The Steering Group placed great emphasis on pursuing multifaith activity, and on trying to create a legacy for the future. This wish to continue the project activities after the project's lifespan made the project team reappraise and redouble its engagement with Faith Forums, and to encourage them to continue running the TR activities in their area.

THE DIFFERENCE MADE TO HERITAGE

What is heritage? In essence, it is property, status, or a tradition passed down from generation to generation – something that is inherited.

The question for TRWY was – how old is heritage? Our festival weeks and faith trails had churches that

were approaching 1,000 years old, and others that were fewer than 10 years old. In terms of buildings, for instance, Huddersfield Methodist Mission was built in 2000, but it enthusiastically carried on the traditional heritage of the Methodist mission churches by running an affordable café, as well as food, clothing, advice and training outreach services for the homeless and disadvantaged.

We also had in the Huddersfield Faith Trail the Jamia Usman Masjid – only just over 40 years old, but the oldest Mosque in Huddersfield. And our exhibition in the Halifax Piece Hall as part of the Calderdale Festival Week featured the personal histories of the first Calderdale Sikh and the first Calderdale Hindu, both of which began as recently as the early 1960s.

However, architecture and landscape are also essential components of heritage. We have had some spectacular churches (St Aidan's, The Parish Church, the Cathedral, the Three Hierarchs Greek Orthodox Church – all in Leeds), as well as favourites that have lived throughout our turbulent history, such as the Chantry Chapel in Wakefield, Dewsbury Minster, Wakefield Cathedral, Halifax Minster, and Saltaire URC.

In opening up places of worship, the Treasures Revealed project has broadened the appeal of faith heritage in every sense. By encouraging places of worship to put on events such as art shows or musical performances that would attract non-traditional visitors, the buildings have been appreciated by new user groups. More importantly, by including non-Christian places of worship, there has been a substantial rise in understanding their cultural and faith heritage, and a breaking down of many myths and misconceptions.





PEOPLE & ACTIVITIES

It is difficult to measure the difference that the project has made. Visitor numbers varied considerably, even though counting them by using a visitor book was introduced for the last three festival weeks. Estimates vary, but the '&Co' statistics show that at least 59% of visitors signed the visitors book, although anecdotally, this was significantly lower. Nevertheless, the number of visitor books that were returned was relatively low, so by extrapolating the return percentages, it is possible to get a very approximate idea of total visitor numbers – some 22,729. **Welcome to Yorkshire** has estimated day visitor spend at about £20 per person, so the minimum total visitor spend for the number of visitors would be £454,580. Clearly, if the number of people signing the visitor book were say 1 in 3, the total income would shoot up to almost £700,000. Anecdotally, we were assured that anywhere between 1 in 5 and 1 in 20 signed the visitors book. One respondent to our customer questionnaire was the only signatory on the day, but was part of a bus party of 21 people.

On the whole, visitor comments were quite positive and can be found throughout the report. There were a few grumbles, most notably in Calderdale where visitors could not gain access to two venues under the control of the Churches Conservation Trust (CCT) where unfortunately issues around volunteer keyholders suddenly emerged.

Perhaps the biggest difference, and one without a performance indicator or target, was in the venues themselves, and the volunteers.

In many places of worship the congregations have fallen dramatically, and there can be little doubt that many of the participating venues hoped that by attracting in visitors from the local neighbourhood, they may get some new members. However, in all the comments we received back from the questionnaires sent out to people who signed the visitors' book, only one person said they had joined a congregation after visiting during the festival week.



Several venues pulled together a team to tackle the events, and gained some new ideas and relationships for the future.

Statistics

The bare statistics of visitors to the project were recorded, crunched and analysed by &Co, the Yorkshire Region's audience development organisation. A full breakdown can be found on the Treasures Revealed website www.treasuresrevealed.co.uk/home/final-report along with downloadable copies of the final report.

Training

An early problem identified was the original name of the training, **Welcome Host**, which some Christians assumed was the Eucharist bread in Catholic Churches (known as 'the host') and that the training was for Catholics only. Applications for training places rose considerably when the name was changed to **Welcome Faith**. Following concerns expressed by HLF that it would then be seen as a training course about faith the name was finally amended to '**Welcome Faith Heritage**'. The content of the course never changed.

Many of the volunteers who undertook the **Welcome Faith Heritage** training were inspired to try new events and to look at their places of worship anew. The section of the training that focused on welcoming visitors with special needs, such as disabled people, or people of other faiths, was particularly interesting and informative for many trainees who returned to their places of worship determined to make it more user-friendly.

Area	Visitor Book Entries	Estimate of total visitor numbers	% Visitor Book stats returned	Est. no of visitors based on 100% returns
Bradford	1,139	1,937	31%	6248
Calderdale	1,422	2,417	41%	5895
Leeds	1,295	2,201	74%	2974
Kirklees	2,177	3,701	59%	6273
Wakefield	488	830	62%	1339
Total	6,521	11,086		22729

OTHER BENEFICIARIES

The training also focused on heritage within their faith buildings, and the link to their faith beliefs. Many churches, for instance, have Bible stories depicted in stained glass windows, and were intrigued to learn that visitors may not know or understand the story, and that an interpretation sheet setting it out would make the window not just visually attractive to visitors, but more in keeping with its original concept of storyteller. Similarly, some Mosques have Arabic writings from the Qur'an on the walls, and it was some surprise that visitors would be intrigued to know not just the meaning, but also the history and art of Arabic calligraphy.

In two areas, Bradford and Calderdale, training courses on how to improve access to local media, were provided in addition to the Welcome Faith Heritage training. The Bradford training was quite popular and two sessions were needed. It was noticeable that the places of worship represented by attendees at the training enjoyed far greater success in getting publicity for their venue in the local press and on local radio. A session on visitor interpretation was also put on in Leeds, and was reasonably well attended.

All the training courses empowered the volunteers to look critically at their venues and to develop a greater understanding of the heritage of their building and faith, in order that they could satisfy any visitor enquiries.

Feedback from the trainee evaluation questionnaires was extremely positive, although many said that the training should have been given earlier as they had been inspired to revisit their places of worship and to consider the experience from a visitor's perspective. The evaluation database is available in the final report section of the website.

Whilst the main beneficiaries from the project have been the volunteers, venues, and visitors, other people have also gained some benefits.

Probably the largest beneficiary has been the tourism sector, and tourism officers. TRWY has engaged over 180 places of worship, nearly all of which are attractive visitor venues that are open for a large amount of the time, free of charge, and indoor (apart from graveyards). However, because it is a relatively new visitor attraction base, tourism professionals by and large (with exceptions in Kirklees and Calderdale) have been slow to recognise the potential.

Another beneficiary has been &Co (formerly Audiences Yorkshire) the arts and culture audience development organisation. The project has taken out membership of &Co and used their leaflet distribution system with some success. In addition their online booking system has been used for the Faith Heritage Trails. Consequently, visitors to the Treasures Revealed website have linked into the &Co website. A two-year membership has been negotiated to allow partner organisations in Treasures Revealed the opportunity to use &Co's extensive resources after the project team departs.

The Churches Regional Commission has also gained in experience from hosting the project, although it has financially underwritten the funding. Members of the project staff have engaged positively in CRC's corporate activities, and CRC has directly benefitted from the positive enhancement to its reputation from TRWY multifaith engagement and activity. New skills and knowledge have inevitably been gained by all concerned.





ENVIRONMENTAL IMPACTS

The project team has been only too aware of the need to be environmentally aware and has introduced some guidelines to this effect.

- The print specifications included a condition that all print collateral should be on recycled paper wherever possible

The website should be a source for downloading major brochures and print

- Some downloadable documents produced by the venues themselves, have been loaded onto their webpages rather than being printed
- Wherever possible the Faith Heritage Trails have been located in sites accessible to public transport, and have been walking trails of no more than 2km distance. The exception (the proposed Calderdale Faith Heritage Rail Trail will have the venues as the main Parish Churches in each location along the Caldervale rail route between Halifax and Todmorden – all of which are within 1 km of the station
- Use has been made of Welcome to Yorkshire's Group Travel links to lessen the impact of individual car-borne travellers
- On the North Leeds Faith Trail, the Faith Garden at St Andrew's URC was included in its own right as an exemplar of environmental faith heritage
- In the Bradford Faith Heritage

Trail brochures, car-borne customers are advised to park near Bradford Cathedral and catch a bus to the first venue of the trail, and pick up their cars at the final venue (Bradford Cathedral)

- Google Maps of the trails and Festival Venues have been put onto the website to make them easier to find by GPS-enabled equipment
- Participants in Welcome Faith Heritage training were specifically encouraged to improve the environmental quality of the visitor visit, and for disabled guests, by de-cluttering and tidying up (especially bibles and hymn/prayer books in Churches and shoes in Gurdwaras, Mosques and Mandirs).
- Every participating venue has been provided with a large banner (700mm x 3000 mm) to show that they are open on that day and at that time, to guide visitors to the right site
- Faith Heritage Trail interpretation boards are produced on light, easily portable and recyclable pvc, using water-based inks. All banner stand cases are reusable.



INTERNAL CHANGES

The impact of the project on the Churches Regional Commission has been relatively limited. As well as reporting to its own Steering Group, the Project Development Officer also reported progress to CRC's Cultural Task Group. In some ways this positively showed the involvement and interest of a different set of people in the project as a cultural heritage project. The project should only really have been a part of the Culture Group's arts and culture remit, but it has provided a tangible focal point for Church tourism, possibly to the detriment of other arts and culture projects and activities.

The TRWY website has proved an interesting asset, and the project team have worked hard to populate it with useful information. More importantly, administrator access (and training in the CMS) has been given to Jamie Guest, to enable him to use the website for the continuing Treasures Revealed in Leeds partnership, and also to Kirklees Faith Forum for their Festival Week and Huddersfield Faith Heritage Trail.

The project has also given CRC a whole new set of contacts. A recently held CRC multifaith conference was held at the Huddersfield Methodist Mission, and included several non-Christian places of worship that had also participated in TRWY as exemplars.



REVIEW

Treasures Revealed in West Yorkshire has been a very successful project.

It exceeded all but one of its targets – the number of delegates at each of the three conferences was set at 70 per conference. In mitigation, this target was based on the numbers being attracted by CRC conferences in 2008, but which also then dipped markedly in 2009-2010.

Conversely, the target for the number of trainees was 90, and up to December 2010 the total number of trainees had reached over 150, with

some training likely to be delivered for the venues on the Calderdale Faith Heritage Trails to take the figure even higher. The target for places of worship engaging in the festival weeks was 100 in total, and the actual figure was 180.

Perhaps the greatest success however was amongst the people touched by the project activities: These included volunteers who looked at their own place of worship afresh and realised the treasures within; visitors, who changed their views about the importance of heritage and of different faiths and their

contribution to our cultural heritage as a result of their experiences; and clergy and faith leaders, whose renewed understanding of the importance of their place of worship at the heart of their local communities, boosted their confidence and encouraged them to become outward-looking.

So what worked well and what lessons could be learned?

The table does not tell the full story. One of the problems with taking a bottom-up approach is that in very hierarchical faith organisations, such

Succeses
Over 180 places of worship engaged
Links into regional Arts and Culture organisations
Enhanced corporate reputation & staff skills
Opening up buildings to visitors
Raising public awareness of heritage buildings
Creating ongoing partnerships to keep the buildings open
Festival weeks completed and run on time and on budget
Multi-Faith trails established and run
More inclusive approach to engaging with participants
Re-scheduled timetable gave greater coherence and facilitated a multifaith ethos
New method of print and promotion was much more efficient and effective
Highly motivated team have exceeded most of the project targets
A dynamic Steering Group, Chair, and individual champions
Better prepared venues
New skills among volunteers
Greater appreciation of built and cultural heritage

Lessons to learn
Working with Faith partnerships can help to sustain heritage projects
Heritage is not just about architecture – it's also about culture and tradition
Heritage is not the preserve of the elite – it belongs to everybody
Lack of awareness of faith tourism by many tourism professionals
Faith partnerships need time to develop, and events need an appropriate lead-in promotional period to make them successful
The project staff should be dedicated only to the project.
Using a designer who has a productive relationship with printers, is much better and less expensive than using a printer to do design and print
The concept of opening places of worship is alien or new to many potential customers, so promotion has to be implemented well in advance of the event
Names matter – be aware of cultural differences in terminology in multifaith projects
Be mindful of the reasons why some venues are participating
When working with third parties always ensure they will report any difficulties immediately





as Anglican dioceses or Methodist Districts, approaching local clergy to encourage participation in festivals and trails may not be the best route. Many clergy have more than enough demands on their time, and volunteers told the project team on several occasions that they were suffering from 'initiative fatigue' as they struggled to implement yet another new scheme handed down from head office.

To be really successful a faith tourism project needs to be driven by head office, even if it takes a bottom-up approach. There is no doubt that the backing and support, particularly of bishops and dioceses, is crucial to getting clergy on board. The problem for outside organisations trying to engage faith communities in multifaith activities is that unless there is overt and enthusiastically communicated commitment from the very top of the hierarchy, there is diminished commitment or interest at the bottom end. It is however understandable that relatively short-term outside projects like TRWY are of less import than longer term systemic or infrastructural projects.

The TRWY project was only ever supposed to be transient. Less than six months allocated to each local authority area supposed that Treasures Revealed was never expected to deliver huge sea-changes in attitudes or activity. Nevertheless, because of the dedication and commitment of the staff, Steering Group, local champions, and wonderful volunteers, it grew from being a tiny catalyst with low expectations and outcomes, to being a deliverer of real and significant change, and a reagent for attitudinal education and reform.

Treasures Revealed has made a lasting impression, and created a demand for its actions and activities to roll forward, so that new audiences and places of worship can be engaged. Fortunately, this legacy looks set to continue in some of the areas, although sadly not in all.

Heritage Lottery Funding

One of the most intriguing aspects of the project has been in interpreting the original bid document and marrying it with the practical realities of broadening the appeal of places of worship.

It has been argued that Lottery-funded schemes should deliver projects and activities that reflect the interests of the people buying lottery tickets. However, lottery money is largely contributed by people who can least afford it, and whose pastimes are unlikely to include a study of faith building architecture, which in truth is generally regarded as an esoteric preserve of the educated white middle classes.

Moreover, whilst the public generally have a fond regard for faith buildings as part of their community landscape, unless they are part of a faith community they are unlikely to take any interest in what happens within any faith building. Meanwhile, the fabric of many of our most beloved faith buildings – the Treasure that need to be revealed – is in critical need of repair.

The project team's less pointed view has been that education about faith buildings is a two-stage process: firstly, attract the public to cross the threshold, then secondly provide accessible, interesting and relevant educative materials and information. This has meant encouraging faith communities to be innovative in positioning their venue as part of the historic or cultural fabric of the local community through events and activities that will attract visitors, regardless of how high or low brow the activity may be – and even if the activities do not have direct relevance to the place of worship or its architecture. The team's pragmatic view has been that if it gets people across the threshold, at least there is a chance of capturing and stimulating their interest and sense of ownership once they are there.

A further problem with lottery

funding has been that gambling in any form is unacceptable to many faith communities, especially Muslims. Many Mosque conversions or building protection schemes could easily have qualified for lottery funding, but the communities have raised the funds themselves as they do not wish to be beholden to any organisation linked to gambling or any other establishment body. Some have taken the pragmatic view that they were not directly financially benefitting from TRWY so it was acceptable to participate, but others felt the link to gambling was too direct and declined to take part. A similar problem arose with some local Salvation Army Groups and Baptist Churches. The project team have tried to be transparent about lottery funding and placed the concerns and options before all faith communities, as well as being open and up front about the project's funding – leaving faith communities to make up their own minds.



Questionnaires and Evaluation

Clearly, the customer evaluation is set out in detail in the work undertaken by &Co, but the quotes in this section come from participating places of worship in their responses to a questionnaire sent to them after the Festival weeks. Most of them were very pleased with what happened, though there were grumbles about slow delivery of support materials and some factual inaccuracies in brochures, which were eventually ironed out by improving the form on which they supplied their information, and by including them in the proofreading process. However, most of the information was gained using email and sometimes this was not as reliable as it might have been.

One success on which almost all agreed was the provision of the large banner (3000mm X 700mm) which was displayed outside venues to show that they were open. This will be used in future for other open social events, once again giving some legacy in encouraging visitors to look into the venues.

The full database of responses is available on the Treasures Revealed website with this final report.

Many of the issues were picked up by the Steering Group meetings where the project team submitted them on a district by district basis. Different ways and approaches were then pursued, although not all were more successful. It is difficult to generalise when working within different geographical locations, where faith communities act and react differently.

Grateful thanks must go however, to the individuals who responded to the customer questionnaire analysed by &Co. Their names were taken from the Visitors books, and the response rate from questionnaires sent out averaged a staggering 55%-70% in each district.

Project Impact

It is difficult to assess how much of the activity would have gone ahead anyway if the project had not taken place. Certainly, some activity would have happened in Heritage Open Days in Calderdale, but otherwise there is no doubt that the project was a new and exciting innovation that stirred the interests of visitors and participants alike.

In terms of raw data, the visitor numbers and volume of participating venues are relatively self-evident. It may well be that because the proven visitor numbers were based on very few people signing the visitors book, and that anecdotal evidence was that the ratio of visitors signing the book was significantly higher; that the actual number of visitors was likely to have been much higher, and the value to the sub regional economy may even have been over £1m. The legacy of at least one Faith Heritage Trail and two Festival Weeks, may also mean a minimum ongoing financial benefit of around £200,000 per year.

To meet the project ethos and the aims of Heritage Lottery Fund, perhaps the easiest way to show the weighting of public perceptions is to show the wordle of the customer comments from questionnaires sent out to participating venues and to visitors. This clearly indicates that visitors' perceptions were of Church, with the other two key words being 'history' and 'interesting'. This bears out the view of the project team that visitor interpretation in places of worship needs to be accessible and interesting, and pertain not just to the buildings but to the faith and the congregation, as evidenced by the next largest wordle words being 'people' and 'faith'.





Visitor Comments

Visitors to St Clement's Church in Bradford said: "It was lovely to see the beauty of the Church and learn about its history. Being new to Yorkshire and coming from an area not as diverse in culture, I was happily amazed and pleased that faiths do work together and people's perception of Bradford is false and I love the culture and faith groups." A visitor to the Piece Hall Exhibition in Halifax said, "It was helpful to visit somewhere near my work place, I wouldn't have got any info otherwise as Halifax doesn't have a Sikh place of worship." And a visitor to Outwood Parish Church said, "I now have a greater understanding of my local church history, something which I took for granted before Treasures Revealed." Some participants on the Wakefield Art Walk came across participating venues in the Wakefield Faith Trail and said, "We gained interesting knowledge of the history of churches and surrounding area. We would have visited more but we only received the booklet on the art walk. If another Treasures Revealed is arranged I would be grateful to receive the booklet in time to organise visits to more churches with friends."

Venue Comments

In addition, the participating venues also gained significantly from forming internal teams to rise to the challenge of engaging with the public. Central Methodist Church in Todmorden, for example, held a charity coffee morning as part of the Festival Week and raised over £300 for charity. Huddersfield Methodist Mission held a new 'volunteers' service for those involved in Treasures Revealed and the Mission's other activities, and it was so popular it is to become an annual event. Outwood Parish Church said they had not only welcomed visitors and arranged information displays, but in doing so had discovered treasures they had not noticed themselves. Oakworth Methodist Church held an ecumenical Hallelujah party and pulled together different local denominations for the first time ever. Finally, Salem Methodist Church in Halifax had a simple message – that being part of the project had 'raised their self-esteem'.



Trainee Comments

Our Welcome Faith Heritage training and our media and interpretation training were both extremely popular and well attended. Comments from the feedback sheets included: 'Very impressed – most helpful to our aspiration of being a welcome venue'; 'We aspire to be a welcoming church – this course has enabled us to take positive steps to actually achieving that aim'; 'Excellent opportunity to interact with other faiths and express views and learn'; 'Very good. Please carry on training like this'; 'Picked up about 14 ideas to re-examine and possibly use'; 'Very much impressed – learned lots of useful information'; 'It would be good to build on the enthusiasm built here this day', and, 'I found the course very informative and useful. A very full but very rewarding day'.

The Treasures Revealed project has shown that faith communities and the public are open to change – and that they positively welcome new ideas. So, the question needs to be asked – without the project would that energy and innovation have lain dormant or been used elsewhere?

More importantly, it proves that places of worship and their volunteers are happy, ready, willing and able to be guardians of the nation's cultural and built faith heritage. That is a very significant and vital message.



THE FUTURE

Hypothetically, if the project were to continue the lessons learnt would surely help to point to alternative methods of activity and engagement.

LEGACY

One of the most significant achievements of the project has been the deliberate attempt by the TRWY team to engage with partners who would carry on the activities of the project into the future.

Festival Weeks

Following the Leeds festival in 2008, a meeting was called of all participating venues to ascertain their interest in running the festival week for themselves. With a promise of some administrative assistance from Leeds Church Institute, the places of worship, under the guiding hand of one of the participating venues – Jamie Guest of Gildersome Baptist Church – agreed to run the festival week in 2009. Having then arranged some funding through the Diocese of Ripon and Leeds, the festival week ran again in 2010, and will run in 2011. A number of venues have come and gone, but overall the number of participants since 2006 in Leeds has been 77 – a remarkably high figure and testament to Jamie’s tenacity and resolve.

In Kirklees too the work undertaken to help the Kirklees Faith Forum bore fruit when they took over the running of the festival week for 2010, and the Huddersfield Faith Trail, as well as being enthusiastic supporters of our other activities, such as attending TRWY conferences. In turn, TRWY delivered additional Welcome Faith training for the Kirklees Faith Forum in 2010.

Faith Trail

The Bradford Faith Trail partnership will be re-launching the Bradford Faith Trail in April 2011, and a partnership is being set up with Calderdale Interfaith Council and the Calderdale Council Tourism team to ensure the Calderdale Faith Trails are well run and well promoted, as well as being sustainable into the future.

Sadly, there seems little prospect of any further activity in Wakefield.

By building up the attraction of faith buildings to new users and exposing the rich tapestry of multicultural Britain

through its faith culture, the Treasures Revealed in West Yorkshire project has made a real and tangible contribution to the appreciation of our heritage, and its impact on our present and future.

Heritage is not an esoteric hobby for the few – it belongs to us all and should be open and accessible to everyone. The importance of heritage may not always be fully appreciated, but TRWY has played its part in helping to break down some of the cultural barriers that have denied people access to finding their own location in time and place.

What did You Enjoy About the Festival?

“
It helped us to appreciate that we have a lot of treasures in our Church. It also pushed us to have sheets explaining the meaning of symbols, signs, statues, mosaic etc in the Church
”





LESSONS FOR FUTURE FAITH TOURISM PROJECTS

Engaging faith communities is hard work, especially from scratch. Without any track record of achievement or proof of other engaged partners, it is hard to persuade volunteers to take up a new challenge, even if it is a golden opportunity.

Strategic Support

Thankfully, the Anglican Church and the Methodist Church have now agreed the need to take tourism and heritage more seriously, although resource allocations to do so remain constrained or fluid. What still seems to be missing however is a clearly identified rationale with underpinning statistical evidence, to show why encouraging visitors is both positive and rewarding for faith communities. One of the goals for a future faith tourism project may therefore be to take a more specific and well-measured approach to help provide such evidence.

Engaging at the diocesan, synod or district level is also a prerequisite, especially if it leads to buy-in by the head of the organisation. Champions are needed at all levels for faith tourism projects, but without enthusiastic support or at least validation from the top, clergy will be cautious about getting involved.



What did You Enjoy About the Festival?

“
Chance to welcome new visitors to the church and good to find out what sort of talents people in our community have
”



Engaging the Tourism Industry

Faith tourism suffers from a lack of recognition of its importance to the visitor economy. Tourism boards, partnerships, and local authorities still think of tourism as being either public or private sector, and have yet to recognise the growing importance and influence of the third / faith sector. For faith tourism projects to succeed in future, they will need to tap into the promotion and product development of tourism organisations, which in turn will need to recognise the operational differences of the not-for-profit sector. It is crucially important for the project team to engage with statutory tourism bodies to tap into their promotional activity, especially in group travel.

Time to Build Capacity

Partnership projects need time to develop. Creating five multifaith partnerships in three years with a whole load of activities thrown in, by just one and a half members of staff, was nigh on impossible. Multifaith partnerships need at least 2-3 years to break down traditions of mistrust and contemporary conflicts and issues. Offering faith communities a matter of 2-3 months to plan for and deliver multifaith events and activities when they have no history or experience of doing so is unrealistic. Treasures Revealed really succeeded where partnerships were given more time to coalesce organically, and to grow in confidence and trust at a rate dictated by the slowest partner. Faith tourism projects should therefore be focused in smaller areas, with appropriate staff and resources, and be given a longer timescale for partnership building and planning of activities.



Better Promotion

Promotion (and marketing in general) of faith tourism projects is generally badly prepared and is too little, too late. Marketing, especially PR, is seen as blowing one's own trumpet, and a discomfiting but necessary activity undertaken by places of worship for which understated modesty is a guiding principle. If faith tourism projects are to succeed, people need to know about the activities and events. This means working with the media and generating promotion well in advance. New commercial tourism businesses expect a lead-in period of 18-24 months of solid promotion, before breaking into mainstream tourism. Fortunately, this is roughly the same timeframe as building up partnerships advocated above, and it gives an opportunity to early introduction of an Audience Development plan, which would include a fully budgeted marketing promotion and PR plan.



Non-Christian Contribution

Funding is a key issue, and lottery funding can limit the scope of participating faiths for whom gambling and any associated money is anathema. Unfortunately, the non-Christian faiths do not have regional or national organisations to which each place of worship is affiliated, although some districtwide organisations exist, but even these don't necessarily have each place of worship of their faith in membership. In addition, it is important for faith tourism projects to have partnership arrangements with tourism businesses, and lottery guidelines do not permit this form of partnership. The ideal way forward would be for the faith organisations to underwrite the project activity and staffing, with individual participating venues making a financial contribution as part of a membership scheme that would also deliver training and quality assessment. This would be significantly less expensive and more efficient than employing tourism or heritage officers directly, and could be rolled out incrementally. Perhaps the contribution of the non-Christian faiths could be of premises for the project team and /or to host the project.



Power of Faith Partnerships

All projects can be run better, and 20-20 hindsight is significantly easier than unproven foresight. Treasures Revealed in West Yorkshire was very successful and got more things right than wrong, even though it was breaking new ground. On average we had 3-8 volunteers engaged from each place of worship – that's almost 1,000 people directly involved in learning about and educating others in their faith heritage. A great deal of the project will continue and roll forward. Some activities will just fall away and be forgotten. What will remain however, is the certain knowledge that multifaith projects and faith cultural partnerships can be formed and sustained, and that faith communities are not the stumbling block to a multicultural society, but the doorway through which it can be reached. That's two very powerful and extraordinary outcomes of which everybody associated with the project should be justifiably satisfied, and should be the starting point for any future projects.



David Thompson

*Treasures Revealed in West Yorkshire
Project Development Officer*



Tracy Needham

*Treasures Revealed
in West Yorkshire
Project Coordinator*





Part 6

APPENDICES:

APPENDIX 1, DETAILED BREAKDOWN OF ELIGIBLE PROJECT COSTS AND PARTNERSHIP FUNDING

Activity costs

Staff project development officer (ft) NJC 31-34 for 3 years inc. NI & pension	93,437
Staff project coordinator (pt) NJC 22-25 0.5 FTE for 3 years inc. NI & pension	33,628
Recruitment inc advertisement in regional newspaper	2,837
Project specific gazetteer leaflets x 5 x 10000 copies	10,000
Project specific exhibition panels & linked literature	25,000
Project specific themed trail leaflets x 5 x 5000	5,000
Project specific website	2,000
Project specific Treasures Revealed events x 5	15,000
Project specific design writing cots inc photos	9,000
Training Welcome Host training x 5 + others	5,500
Training the Welcome Host trainers	1,000
Travel for staff and volunteers	6,480
Overheads office	10,296
Overheads staff management time	14,948
Measuring success 2.5 days for 2 years then 10 days @ £200/day	3,000
Office stationery	6,369
Non cash contributions and volunteer labour venue hire	2,115
Total activity costs	245,610

Other costs

Contingency, in line with HLF guidelines	13,188
Non recoverable VAT	16,118
Total other costs	29,306

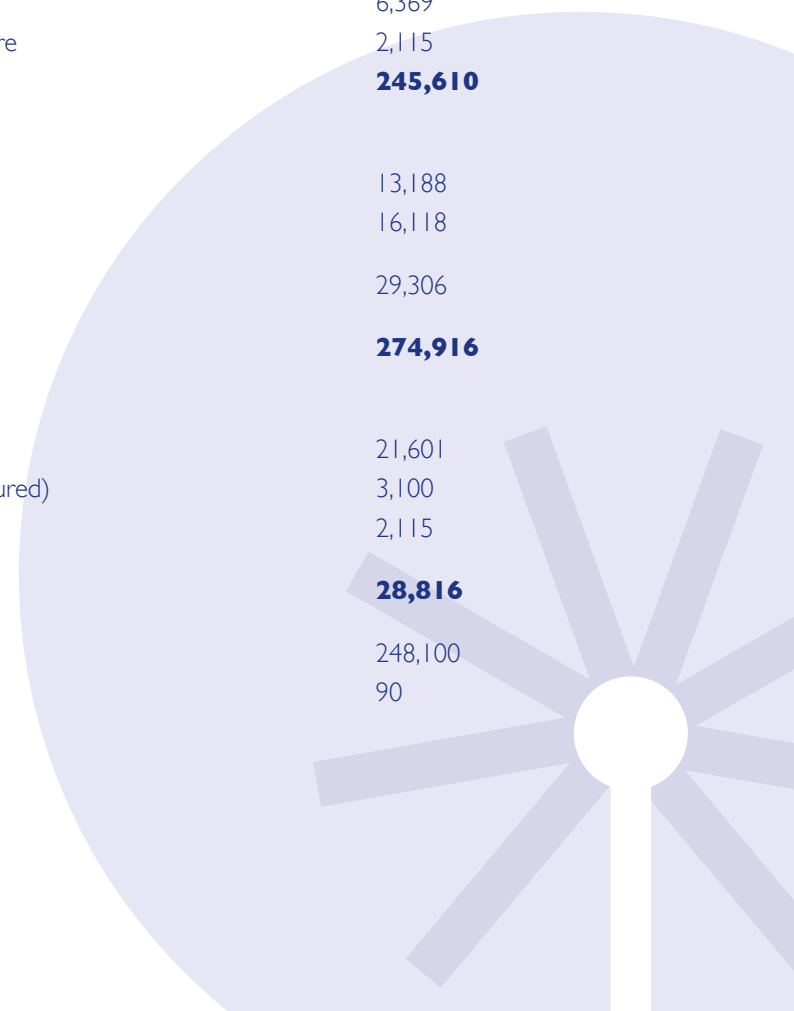
Total project costs

274,916

Partnership funding

Cash from own organisation (secured)	21,601
Sources of grants or donations, places of worship (secured)	3,100
Non cash contributions and volunteer labour	2,115
Total partnership funding	28,816

Grant request from HLF	248,100
Percentage of total project costs	90



AMENDED PROGRAMME APRIL 2008

Year One 2008/9												
	April	May	June	July	August	September	October	November	December	January	February	March
Leeds	Welcome Host – Trainers	TR in Leeds								Multi site interpretation	Themed trail	Welcome Host – Volunteers
Kirklees				Conference Kirklees								Welcome Host – Volunteers
Wakefield							Training Event					
Calderdale												
Bradford								Conference Bradford				
Year Two 2009/10												
	April	May	June	July	August	September	October	November	December	January	February	March
Leeds			Training Event									
Kirklees		TR in Huddersfield								Multi site interpretation	Themed trail	Welcome Host – Volunteers
Wakefield				Conference Wakefield								
Calderdale								Conference Calderdale				Training Event
Bradford	Training Event				Welcome Host – Volunteers	TR in Bradford						
Year Three 2010/11												
	April	May	June	July	August	September	October	November	December	January	February	March
Leeds				Conference Leeds							Gazetteer	
Kirklees											Gazetteer	
Wakefield		TR in Wakefield	Themed trail								Gazetteer	
Calderdale				Welcome Host – Volunteers		TR in Calderdale					Gazetteer	
Bradford	Multi site interpretation	Themed trail							Multi site interpretation	Themed trail	Gazetteer	



TREASURES
REVEALED
in West Yorkshire

is an initiative of



**The Churches
Regional Commission**
for Yorkshire and the Humber

The Churches Regional Commission
for Yorkshire & the Humber
20 New Market Street
Leeds
LS1 6DG

Tel: 0113 244 3413
info@crc-online.org.uk
www.crc-online.org.uk

www.treasuresrevealed.com



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