



WALPOLE
OLD CHAPEL

FRIENDS OF WALPOLE OLD CHAPEL (FWOC)

BUSINESS PLAN

MAY 2025

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EXECUTIVE SUMMARY

This Business Plan follows Heritage Fund guidance as set out here: <https://www.heritagefund.org.uk/funding/good-practice-guidance/business-plan>

The Friends of Walpole Old Chapel (FWOC) were established in 1995 as a local group to run activities and look after Walpole Old Chapel. Since then, FWOC has taken an active role in caring for Walpole Old Chapel and opening it to the public.

FWOC registered as a Charitable Incorporated Organisation (CIO) in February 2022. Our charitable purposes are:

"To secure, for the benefit of the local community and the public generally, the preservation, repair, maintenance, and development of Walpole Old Chapel, together with its contents, burial ground, and curtilage. To advance the education of the public in the historical and cultural significance of Walpole Old Chapel."

As Historic Chapels Trust (HCT), the current owner of Walpole Old Chapel, plans to close its operations, FWOC has been identified by HCT, the National Heritage Memorial Fund (NHMF) and Historic England as the best possible new owner of Walpole Old Chapel, given its long-term successful management of the Chapel alongside HCT, its existing programming and its strong connections to the local community and other partners.

FWOC's key aims for the next 5 years are therefore:

- To take ownership of Walpole Old Chapel once Development Phase funding is secured, before HCT starts to close in 2026.
- To undertake a short but thorough Development Phase (November 2025 to May 2026) focused on building organisational capacity to take ownership of the Chapel and to prepare for a large capital works programme, with ownership of the Chapel transferring from HCT to FWOC by January 2026.
- To undertake a full Delivery Phase (November 2026 to December 2028) that will include an urgent conservation programme aimed at removing the Chapel from the Heritage at Risk register.
- To increase activity and income to levels that will sustain ownership of the Chapel long-term and increased costs.
- To expand our audiences and grow our community.

The key elements of our strategy to achieve these aims include:

- Development and Delivery Phase activities as listed in the Timetables and Activity Plans
- Recruitment of new trustees and volunteers
- Targeted paid professional support to develop our business plan, reach new audiences and set a fundraising strategy
- Developing our events offer to generate more income and reach new audiences after the Chapel reopens
- Developing existing and new partnerships
- Developing and implementing a new marketing strategy
- Launching a new website with digital assets for online visitors

- Carrying out urgent repairs and other building improvement works with the Chapel in FWOC ownership to remove it from risk and help implement the business plan

These strategic elements as listed above will help us to meet the increased risks of owning Walpole Old Chapel ourselves and being fully liable for its ongoing care and maintenance as well as its ongoing relevance in our community and national significance.

FWOC has already successfully managed Walpole Old Chapel while under HCT's ownership for the last 30 years, giving it a strong basis to build upon as it takes ownership. FWOC has:

- Established regular opening hours and a vibrant programme of events
- Hosted weddings including same-sex weddings, baptisms, funerals and memorial services
- Organised 22 different events in the Chapel in 2024 including visits by local groups, talks, performances, Heritage Open Days and the Candlelit Carol Service
- Welcomed more than 1,500 visitors to the Chapel each year since the pandemic
- Made partnerships and working relationships with Halesworth & District Museum, Halesworth Tourism Group, University of East Anglia, Suffolk Local History Council and Suffolk Institute of Archaeology & History
- Set up the Discovery Project, a major community research project to protect, conserve and promote local heritage and uncover the human stories behind the facts, in partnership with the Halesworth & District Museum and with assistance

from the Suffolk Archives and the Halesworth & District U3A Genealogy Group

- Organised as a Membership CIO with tiered subscription levels to provide core income, which reached £4,678 in 2024/25

Building on this existing success, this project will help FWOC to deliver the key elements needed to take ownership of the Chapel sustainably.

ABOUT OUR ORGANISATION

FRIENDS OF WALPOLE OLD CHAPEL (FWOC)

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Website: <https://walpoleoldchapel.org/>

Facebook: <https://www.facebook.com/walpoleoldchapel/>

Instagram: <https://www.instagram.com/walpoleoldchapel/>

X: <https://x.com/walpoleochapel>

YouTube: <https://www.youtube.com/@walpoleoldchapel>

WALPOLE OLD CHAPEL

Walpole Old Chapel is a remarkable survival of one of the oldest Non-Conformist places of worship in the country, dating back to 1689, the same year as the Act of Toleration was passed, when people belonging to the local Independent Congregation established it by converting an existing sixteenth century dwelling. Independent congregations had broken away from the Church of England, rejecting episcopal control, and believed that they should be able to choose their own style of worship, their own minister, and run their own affairs. Similar to many other Non-Conformist movements at this time, they believed in the literal authority of the Bible as the word of God, and that worship should be simple and unadorned, with an emphasis on preaching.

Walpole Old Chapel itself reflects this philosophy, with the exterior retaining a domestic rather than outwardly religious aspect. The interior vividly conveys the atmosphere of 17th and 18th century dissenting worship. Wood-panelled entrance lobbies lead into the Chapel, where 11 box pews face the impressive hexagonal canopied pulpit, the focal point of worship and the building itself. There is a tiered gallery on three sides of the building, containing enough wooden benches and box pews to seat two hundred, indicating the size of the original congregation. Outside is a grassy burial ground with many low headstones and over 40 species of wild flowers, including those native to the area.

Walpole Old Chapel was recognised by Christopher Stell, Director of the Royal Commission on Historical Monuments, as "One of the finest early meeting houses in the whole country" in 1982. Sarah

Morrison at Historic England has called it "a historic gem and a rare survival of a 17th century Non-Conformist chapel."

HISTORIC CHAPELS TRUST (HCT)

Historic Chapels Trust (HCT) was established in the 1990s as a charity caring for Non-Conformist places of worship which are at risk and no longer in regular use. It accumulated a portfolio of 20 chapels, churches and meeting houses. HCT took ownership of Walpole Old Chapel in 1995 (one of its earliest acquisitions) and helped establish the Friends of Walpole Old Chapel.

HCT lost its core funding from Historic England and struggled to survive the Covid-19 pandemic. In 2021, it received joint funding from the National Heritage Memorial Fund (NHMF) and Historic England for a Conservation and Disposals Programme to carry out urgent repairs and maintenance to the chapels and seek new ownership for them, before HCT itself ultimately closes after March 2026.

Walpole Old Chapel is receiving some funding for urgent repairs under the HCT Conservation Programme, but more work is needed to safeguard the Chapel long-term and enable FWOC to take ownership sustainably.

GOVERNANCE & MANAGEMENT STRUCTURES

GOVERNANCE STRUCTURE

The Friends of Walpole Old Chapel is registered as CIO (Charity Number 1198030). We registered as a CIO in February 2022.

FWOC is an Association Model CIO that is run by a group of 6 trustees with approximately 80 additional voting members.

During the project, FWOC plans to recruit 3 additional trustees based on a trustee skill audit and governance review, reaching the maximum number of 9 trustees.

TRUSTEE ROLES & PROFILES

Lyn Banks

Lyn was born in the Cambridgeshire Fens and has lived in Bradford, Hove, Derbyshire, Northumberland, East Yorkshire and County Durham before moving to Brampton in 2017. She has degrees in mathematics and education and worked in education as a maths teacher, a full-time youth worker and a trainer in Drugs Education & PSHE. Lyn has been a local authority advisor for work for Youth & Community Work, a senior advisor for attendance and behaviour and an OfSTED approved inspector for primary, secondary and special schools.

In her retirement, Lyn has been a carer and a volunteer with Suffolk Wildlife Trust, her village hall, her local community pub and last, but not least, Walpole Old Chapel. Lyn is a keen bird watcher and

walker, a member of a cloacal choir and a knitter of socks. She enjoys current affairs, good beer and wine and eating out.

Lead Responsibilities for FWOC:

- Treasurer
- Utilities
- Sales
- Authorised Person (weddings)

Lin le Versha

Born and educated in Ipswich, Lin spent her professional life in teaching and senior leadership in London and Surrey schools and colleges, in teacher education and as a senior consultant for Surrey Local Authority.

In her role as a LA Consultant, she was a School Improvement Partner, working alongside secondary headteachers, work she continued after returning to Suffolk 2011. Lin has been involved with Walpole Old Chapel since 2016, following her daughter's wedding.

An MA in Creative Writing at UEA, led to the publication of the first in the Steph Grant crime series in 2021, which now comprises three novels, and Lin is working on the fourth.

She is passionate about the power of arts and cultural events in education and the community and helped to organise the Guildford International Music Festival for ten years. Since 2015, Lin has been the Director of the Southwold Arts Festival, an annual eight-day celebration of the Arts, and she is now developing the events programme at Walpole Old Chapel.

Lead Responsibilities for FWOC:

- Public events programme
- Senior Authorised Person (weddings)

Paul Simmons (Dr.)

Paul is Suffolk born and bred, although trained at Leeds Medical School, working mostly in London teaching hospitals with a short time in Leicester. He retired early to allow time to do all (some of!) the things that interested him! Paul collected a portfolio of voluntary activities relating to archives (set up the Friends of the Archives of the Society of Apothecaries, then acted as Hon Assistant Clerk and served on the Court of Assistants) and Chairman of the Friends of Suffolk Record Office. Church and church history sent Paul to the Friends of the City Churches (FCC, whose newsletter he edited for 15 years and also was Vice Chairman), churchwarden and Parish Clerk of St Bartholomew the Less in the City of London, Fabric Officer of Holy Trinity Blythburgh following his move to Halesworth, and a similar role in Stutton before that, and just finished a 19 year term as Secretary to a clergy charity.

The late Linda Holmes used to help Paul with the design of the FCC newsletter and it was then I learned about the Chapel. Covid lockdown was the spur to deeper involvement.

Lead Responsibilities for FWOC:

- Membership Secretary
- Chair of meetings (but not of the charity)
- Health and Safety
- Grounds maintenance

Miriam Stead (Dr.)

Miriam's academic and professional background is in history, archaeology and museums. She has lived and worked in Suffolk since 1996, although she did work for Essex County Council from 2001-2013 as Head of Heritage, Arts & Culture. Since Miriam retired 12 years ago, she has worked as a volunteer officer and trustee for a number of organisations.

- From 2013 – 2018 - Project Coordinator for the development and delivery of a £1.4m project funded by the NLHF & Historic England to conserve the Grade II* listed Bawdsey Radar Transmitter Block and to develop a new exhibition.
- Suffolk Institute of Archaeology & History
- Suffolk Local History Council
- East Anglian Traditional Music Trust
- Essex Cultural Diversity Project

One of Miriam's aims is to help make connections. So far we have been able to link the Chapel to four of these groups through talks, visits, a music performance and advice.

Lead Responsibilities for FWOC:

- Discovery Project
- External liaison – UEA, SLHC, SIAH
- Heritage Open Days
- Fundraising

Simon Weeks (Dr.)

Simon's family moved to Walpole in 1999, to a house which was, at one time, owned by the Chapel trustees. The previous owners –

Sybil and George Gladwell, were custodians of the Chapel for 25 years. They felt a connection to the Chapel as soon as they arrived.

Simon has been volunteering at the Chapel since 2009 - as steward, keyholder, committee member, secretary, newsletter editor and trustee. For most of that time the Chapel has faced significant uncertainties: about the future of the owner - The Historic Chapels Trust, and about the state of the external render on the building.

As we have worked through these challenges, Simon has always tried to balance the need to embrace changes that will help lead to a sustainable long-term future with respect for the cultural roots of the Chapel community, and the sensitivities of those few remaining people who were members of its last permanent congregation.

Simon is currently a trustee of two other local charities.

Lead Responsibilities for FWOC:

- Secretary
- Safeguarding
- Fundraising
- Unwrapped construction
- Business Planning/Performance
- Cleaner
- Volunteer rota

Jacquie Burgess (Prof.)

Jacquie Burgess is a retired professor of Cultural Geography who has re-trained as an Early Modern Historian over the last 6 years. Having volunteered to help the local history group associated with the Chapel, Jacquie was invited to become a trustee of the Friends of Walpole Old Chapel (FWOC) when she completed her MA last autumn.

Lead Responsibilities:

- Quarterly newsletter
- Unwrapped construction
- External liaison – UEA, HRBA

MANAGEMENT STRUCTURE

FWOC is entirely run by local volunteers and does not currently employ any paid staff.

The trustees currently meet monthly as a board, allowing them to deal with the whole range of operational and strategic management issues. Areas of management responsibility are located with individual 'Lead Trustees' as detailed in the trustee portraits above. FWOC aims to move from this structure to one where the trustees meet less often, and are supported by a committee structure, with each committee comprising at least one trustee and Friends and/or volunteers. This structure will be further defined in the updated Business Plan during the project Development Phase.

VOLUNTEERS

As the local group running Walpole Old Chapel, FWOC is entirely volunteer-run, with around 25 volunteers.

Apart from those volunteers who get elected to be trustees, there is currently no formal differentiation between different volunteer roles. The generic role description covers stewarding at the Chapel for public opening and events and assisting with car parking for events. Taking ownership of the Chapel will provide both opportunity and incentive to recruit volunteers to maintenance roles, which may attract a different type of personality.

We plan to recruit additional volunteers and formalise volunteer roles to bring further support where it is most needed. Our goal is to grow from 25 to 40 regular volunteers by:

- Developing specific volunteer roles for chapel maintenance, events support, community outreach and other activities
- Developing volunteer documentation, e.g. volunteer handbook
- Recruiting volunteers through our events, online / on social media and via partners and other local channels

Expansion of volunteer capacity will be a key focus during the project Development Phase. Volunteer involvement is key to the Chapel and FWOC's sustainable ownership, as it not only reduces operational costs but also fosters a sense of community ownership and engagement.

POLICIES & PROCEDURES

Financial Policy:

FWOC has two bank accounts - a current account and an interest bearing deposit account.

One of FWOC's designated trustee roles is Treasurer. The Treasurer presents management accounts at monthly trustee board meetings, highlighting any financial issues that trustees should be aware of, or where decisions are needed. The Treasurer also presents the annual accounts for trustee board approval, for external independent examination/auditing, and for member approval at the Annual General Meeting.

The trustees have designated an operational reserve approximately equivalent to one year's fixed costs. This is to be increased from £4,000 to £6,000 when FWOC takes on ownership of the Chapel.

FWOC has a financial management policy, which covers the above and various other aspects of financial management.

Environmental Policy:

FWOC has an environmental policy focused on carbon neutrality and biodiversity which will be further developed in the Development Phase of the Heritage Fund project.

Carbon Neutrality – FWOC plans that Walpole Old Chapel will become an externally certified carbon neutral property by 2027. It will implement this by:

1. With support from appropriate specialist(s), following the recognised 'journey' to carbon neutrality, consisting of:
 - Measuring the current carbon footprint of the Chapel
 - Taking steps to reduce that footprint
 - Measuring the revised carbon footprint of the Chapel
 - Taking steps to 'offset' any residual positive carbon footprint (FWOC has recently identified Make It Wild as a good scheme to off-set any residual carbon: <https://www.makeitwild.co.uk/product/carbon-offsetting-for-individuals>)
2. Seeking certification of the Chapel's carbon neutrality by a recognised external body
3. Embedding this process in FWOC's general management activity by including relevant targets and milestones in the Business Plan.

Biodiversity – Biodiversity at Walpole Old Chapel will be maintained by:

1. Continuing to manage the Chapel yard on the basis of the advice provided by Suffolk Wildlife Trust
2. Undertaking periodic surveys of the Chapel yard to monitor any changes in biodiversity
3. Seeking relevant expert advice in drawing up strategies to respond to any species loss
4. Embedding this process in FWOC's general management activity by including relevant targets and milestones in the Business Plan.

It is particularly important to maintain biodiversity at Walpole Old Chapel given the native plant species that are found there,

including orpine, which is an uncommon Suffolk plant restricted to just a few sites in the county, mainly churchyards and the occasional road verge.

The chapel yard is a rare remnant of a once common ecosystem on the Suffolk Sandlings - the herb-rich grassland. FWOC has a conservation management policy for the yard, drawn up by Suffolk Wildlife Trust.

Other Policies & Procedures:

FWOC has a policy covering recruitment and management of volunteers, which will be reviewed and updated in the project Development Phase.

FWOC has a number of Health & Safety documents providing guidance on specific issues. These do not yet amount to a comprehensive policy and will be reviewed and updated in the project Development Phase. FWOC carries out internal audits annually and tracks remedial actions through the trustee board. We plan to commission external experts to carry out a thorough review, to start us off on the right foot when we take on ownership of the Chapel.

FWOC has a safeguarding policy which is reviewed annually in the light of advice from our external safeguarding advisor.

FWOC has an Equality, Diversity and Inclusion policy that references the Equalities Act 2010 and sets FWOC's aim to take positive steps to ensure that:

- All people are treated with dignity and respect, valuing the diversity of all.
- Equality of opportunity and diversity is promoted.
- Services are accessible, appropriate and delivered fairly to all.
- The mix of its volunteers and management committees reflects, as far as possible, the broad mix of the population of its local community.
- Traditionally disadvantaged sections of the community are encouraged to participate in policy decisions about, and the management of the services provided.

FWOC has a policy covering code of conduct, complaints and whistleblowing.

Finally, FWOC has policies covering bookings and carparking.

STRATEGY

CURRENT EVENTS & ACTIVITIES

Under the management of FWOC, Walpole Old Chapel currently runs a structured programme of opening hours and events at the Chapel, welcoming 1,500 visitors each year.

Chapel Opening & Tours

The chapel is open every Saturday afternoon and bank holidays from Easter until the end of September from 2.00pm – 4.30pm and each year approximately 1,500 people enjoy visiting it. Visitors are encouraged to complete a visitors' book. Guided tours are offered by arrangement.

Weddings & Memorials

The chapel hosts 2-3 wedding ceremonies for heterosexual or same sex couples each year as well as memorial services.

Events Programme

Following the lifting of Covid restrictions, the last three years have seen structured programmes of events at Walpole Old Chapel, which take place predominantly on Sunday afternoons from May to September with a popular Candlelit Carol Service in December.

The number of events has risen from 17 in 2022, to 20 in 2023 and 22 in 2024 and attract approximately 800 to 1,000 attendees each year. Audiences vary from 10 to 170 depending on the event.

The events on the Summer Programme comprise:

- Visits to the Chapel by local groups
- Talks on local topics
- Folk concerts by local groups
- Early and classical musical concerts including musicians performing on period instruments with some accompanied by appropriate readings from the period
- Poetry reading with and without music
- Plays and performances
- Exhibitions, including during Heritage Open Days
- 'Ride and Stride' - Suffolk Historic Churches Trust's fundraising event every September

Highlights from the events programme over the last few years include:

- Three concerts by the Kings Singers as part of the Aldeburgh Festival in 2023 with all fully booked.
- Witchfinder 2022 – a community choir, involving children and adults, and professional soloist performing the story of the Witchfinder General, Matthew Hopkins and supported by an Arts Council Grant to Cohere Arts who rehearsed and staged it over a week in the Chapel.
- As part of the Centre for East Anglian Studies Spring Seminar Series at the University of East Anglia Dr Joel Halcomb, Lecturer in Early Modern History at UEA, gave a lecture entitled "Walpole & the Puritan Revolution" to 70 people.
- Local opera singer, Rob Gildon, has a large local following and has performed.
- As seen on BBC1 and ITV, Mini Music Makers live gave a session to 35 children.

Discovery Project

The Walpole Old Chapel Discovery Project was started in 2020 by FWOC in partnership with the Halesworth & District Museum and with assistance from the Suffolk Archives and the Halesworth & District U3A Genealogy Group. Its aims are to protect, conserve and promote local heritage and uncover the human stories behind the facts, in order to make that history publicly available in a variety of formats and engage local volunteers. The research has been used for interpretation and exhibitions, publications, guided trails and walks and community events. It will inform the updated website including the interactive graveyard and timeline for which FWOC is seeking support from the Heritage Fund. More information on the project is available online:

<https://walpoleoldchapel.org/wp-content/uploads/2023/05/About-the-Discovery-Project.pdf>

The Discovery Project has also established a working relationship with the Centre for East Anglian Studies and the History Department of the University of East Anglia with Dr. Joel Halcomb, an expert on religious practice, culture, and politics in Britain and Ireland during the British Civil Wars. He is a founding member of the Dissenting Experience project, promoting scholarship on the history, literature, and culture of early modern religious nonconformity (<https://dissent.hypotheses.org/>).

Dr Halcomb suggested that FWOC put forward the Chapel and Discovery Project as a possible placement for UEA Master's students. One student researched the sad life of Methuselah Spalding. This year, we have had three more students working on

research projects. Joel Halcomb gave a lecture at the Chapel in July 2024 which attracted 70 people. We hope to develop our relationship in future with more students.

CURRENT LIMITATIONS FOR EVENTS

At present the lack of electric lighting in the Chapel is an issue. Saturday evening events have been held, but even in August they need to start and finish early as there is no professional lighting for the performance or ambient lighting for the audience. This is also a Health & Safety issue for movement around the uneven floors of the Chapel. Professional lighting would enable the events to be longer and safer. FWOC is seeking Heritage Fund support for the design and implementation of a bespoke lighting and sound system to be able to host more events and better serve audience needs.

The lack of heating in the Chapel limits the events season, meaning that all events, including weddings, must be held from spring to autumn. The damp atmosphere mitigates against installing a piano or weighted keyboard, which limits the range of concerts and events. Heating would allow FWOC to extend the calendar of events and allow the Chapel to be used in the late autumn, winter and early spring. The Candelit Carol Service in December is popular as the audience is active, standing up to sing and coming prepared with hats and coats and thermals. An hour sitting in the Chapel in the winter without heating is not feasible. FWOC is seeking Heritage Fund support for a heating feasibility survey to inform the best heating solution and other upgrades for the Chapel.

The events are run on a 'skeleton staff' – usually three trustees – with one for the box office and two to help with parking. Recruiting additional volunteers would ease the load for those who already run the events, helping us to increase the footfall. We could then also offer refreshments at all events. Support for developing the events and visitor numbers to the Chapel and those willing to act as volunteers and stewards would continue to develop Walpole Old Chapel as a vibrant community hub. We are including this support in the Heritage Fund project. We are also including the creation of a kitchenette in the existing utility room to allow more frequent provision of refreshments at events and overnight stays at the Chapel.

The chapel currently has no WiFi. Having broadband/WiFi would help FWOC increase its annual income by enabling a wider range of hirers and improving the experience for visitors, which is likely to be reflected in higher levels of donations. Donations can also be made more easily on site online. The broadband/WiFi connection will also make it easier for volunteers to call for help in case of emergencies, including lone working situations.

Parking in the field opposite, if well managed in good weather, provides adequate parking for most events, but a more permanent solution such as grass car parking mesh in a section of the field parallel to the road would create safer parking for a greater number of cars. This is a longer-term goal for FWOC. In the meantime, we will seek support from the Heritage Fund to trial using the Halesworth Community Transport minibus to bring more

people to events, and continue to fund the service after the project if it is successful.

FUTURE EVENTS & ACTIVITIES

As FWOC takes ownership of the Chapel and with the improvements listed above, we expect to be able to increase the number of events and visitors to the Chapel. Visitor numbers will decrease while the Chapel is closed during the capital works, but then we can build from there.

During the Development Phase of the Heritage Fund project, FWOC plans to appoint a Tourism & Visitor Strategy Consultant and undertake analysis of current and potential audiences to understand what new groups we can reach. In line with this, we will undertake a review of our events and activities and develop our relationships with existing and new partners, which will lead to a series of new events in the project Delivery Phase. The new website will also allow online visits for individuals who may not be able to come to the Chapel in person.

The table on the next page shows our thinking on how visitor numbers will be impacted during capital works, and then how they will grow from there. Our 5-year target for after the project is 3,000 visitors plus an expanded online audience. These projections are carried through into the income and expenditure forecast.

VISITOR NUMBER PROJECTIONS

Year	Chapel Work Status	Projected Number	Variance from Pre-Project Average (1,500)	Notes
2024/25	No construction work	1,180 Actual	-320	A bit below usual expectations (c1,500), likely reflecting uncertainty about the timing of construction work in HCT Conservation Programme and consequent late development of the public events programme
2025/26	Repair work under HCT Conservation Programme	700	-850	650 = 160 from Sat pm open sessions + 80 at HODs/Ride & Stride + 150 at carol service + 60 at hard hat tours and student visits + 200 fundraising concert at The Cut
2026/27	No construction work	1,200	-300	A year of normal activities at WOC, but expectations lowered a little (from 1,500) to reflect that it's a year between two construction projects
2027/28	Conservation work in Heritage Fund project Delivery Phase	410	-1,090	Assume WOC will be closed due to external work and work to ceilings. 410 = 150 carol service + 60 at hard hat tours and student visits + 2 x outreach events (potentially a garden party and one other)
2028/29	Additional building improvement work in Heritage Fund project Delivery Phase	1,500 + virtual visitors	0	Assume external work has completed but internal building improvements are still taking place. A full public events programme should be possible, but not with the benefits of the internal improvements. Average footfall the same as before the project started. With the new website generating management information, we expect to be able to monitor 'virtual' visitors, as well as physical ones from now on.
2029/ 30	1st year post project completion	2,000 + virtual visitors	500	Assume completion of project on time. A full activities programme should be possible, with all the benefits of the project in place. 500 additional visitors projected, comprising x2 weddings (100) + x2 'out of season' events (100) + 300 additional heritage visitors due to better marketing.
2030/31	2nd year post project completion	2,500 + virtual visitors	1,000	1,000 additional visitors projected, comprising x4 weddings (200) + x5 'out of season' events (250) + 550 additional heritage visitors.

2031/32	3rd year post project completion	2,500 + virtual visitors	1,000	A well earned year of consolidation! By now FWOC aims to have stabilised the volume of activity, footfall and income at new levels, higher than before the project, and based on the Chapel's core business/functions - religious services, heritage visits and public performances. We will seek further modest increases in activity, footfall and income levels going forwards by focussing on underused capacity (especially weekdays) and potential new uses/users. These could include - school/student group visits; choirs; guided meditation; overnight stays ('champing'); art/creative groups; etc
	...			
2033/34	5th year post project completion	3,000 + virtual visitors	1,500	At five years after completion of the project
	...			
2038/ 39	10th year post project completion	3,500 visitors + virtual visitors	2,000	At ten years after completion of the project

MARKET APPRAISAL & CURRENT APPROACH

CURRENT AUDIENCES

People currently visit the Chapel for three main reasons – religious, heritage and performance. The building itself is central to what attracts people for each of these purposes. In 2024/25 the breakdown of visitor numbers was 30% heritage, 23% religious and 19% performance (with 28% visiting for various other reasons).

We do not currently have hard demographic data on these three groupings, nor on where they come from, but several comments can be made, based on the experience of stewards on the ground, and on a number of sample surveys carried out over the years. As part of the project Development Phase, we will undertake more thorough audience analysis with the support of a consultant in order to better understand our current audiences and to help reach new audiences.

Heritage visitors are predominantly middle aged or older people, mostly white and middle class/income. In 2022 we carried out an analysis of the geographic origins of visitors who left their addresses in the visitors' book from 2013 to 2021. The vast majority of these people were heritage visitors. Of the 1,134 valid cases, it was noteworthy that only 10.6% came from the immediate (Halesworth) area, with a further 25.7% from Norfolk or Suffolk. Almost 60% came from the rest of the UK, and 4.4% from overseas. This tallies with stewards' experience that a lot of heritage visitors are visiting local friends or family, or are on holiday in the area.

In contrast, people visiting the Chapel for religious reasons are a much more diverse group. Weddings, baptisms and funerals are essentially occasions for family and friends, so we see people of all generations attending. They tend to be families where the bride or groom or recently departed person has direct connections with the Chapel or the village.

The performance audiences are more similar to the heritage audiences in terms of demographics. This likely reflects the type of performers and events we hold at the Chapel. However, unlike the heritage audience, people who come to concerts and other public events predominantly live locally.

AUDIENCE SURVEY ANALYSIS

In Spring 2025, the Friends of Walpole Old Chapel set up a survey to gather thoughts on the Chapel from surrounding communities. It was open to responders from the 24th April 2025 until the 10th May 2025.

The Spring 2025 survey gathered 105 responses in just over two weeks (two weeks that also spanned the April-May Half term holiday period) to assess the community value of Walpole Old Chapel and inform future funding bids. Results show exceptionally strong local support: 99% of respondents had previously visited, and 99% stated the Chapel is important to them (an overwhelming 104 out of 105 respondents stated that the Chapel is important to them). Furthermore, when asked how upset they would be if Walpole Old Chapel closed its doors on a scale of 1-5 (5 being 'very upset'), 98% of respondents put either 4 or 5.

Most visitors come occasionally for cultural events, carol services, and heritage open days, citing the Chapel's history, architecture, and atmosphere as key attractions. There is a clear appetite for more regular programming, particularly heritage talks, performances, and exhibitions. Respondents also proposed educational activities and community-led events as future opportunities. Respondents think they would visit the Chapel more often with expanded programming and also provided recommendations for improving marketing and facilities at the Chapel.

The audience is predominantly aged 55+, local to the IP19 area, and mainly White British, with 13.7% identifying as D/deaf, disabled, or with a long-term health condition. Key barriers to engagement include limited parking, unclear publicity, and a need for improved facilities.

Overall, the survey provided compelling evidence of the Chapel's cultural and emotional importance and highlights a strong foundation and useful suggestions for increased community use and sustainable future planning.

FUTURE AUDIENCES

During the project Development Phase, FWOC aims to work with a Tourism and Visitor Strategy Consultant and undertake a review of current events and activities at the Chapel to identify the best ways

to increase footfall by around 1,000 visitors per year, and to increase the diversity of visitors.

However, we can make a number of comments about future audiences based on our own experience and analysis:

- There is scope to improve our marketing to heritage audiences, particularly by placing information about the Chapel in places people stay on holiday: hotels and holiday let houses/apartments.
- There is scope to increase the number of weddings we host at the Chapel. We do not currently promote this function at all.
- We intend that the minor building improvements (performance lighting and sound/hearing system) will extend both the range and the timing of events, resulting in an increase in footfall for public events.
- We would dearly like to encourage more young people to visit the Chapel and see this as an important focus, including by building our existing partnerships and developing new ones and by testing new types of events and activities.

AUDIENCE AGENCY ANALYSIS

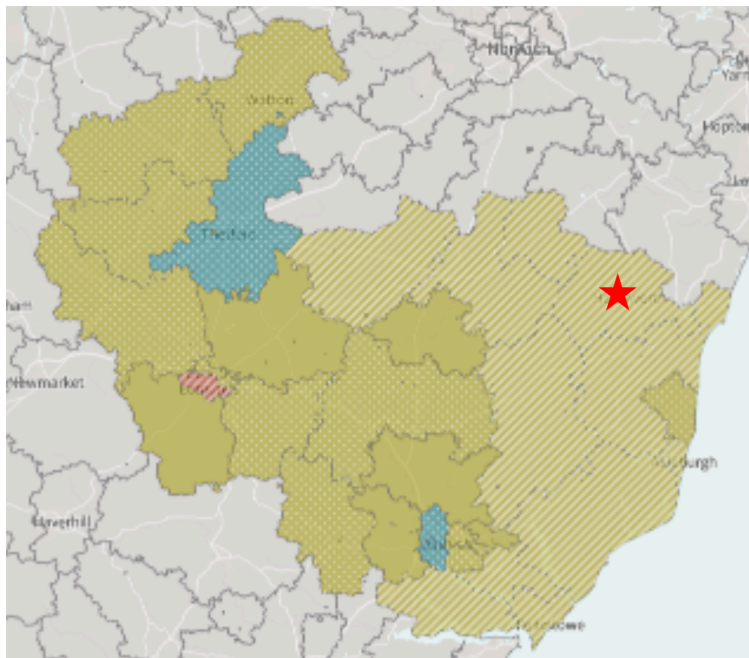
The IP19 postcode area where Walpole Old Chapel is located has particularly high ratios of Home & Heritage audience profiles, as do the postcodes and wider area surrounding it.

The primary audience types surrounding the Chapel include:

- **Home & Heritage (green):** Rural and small town pensioners attracted to daytime activities and historical content.

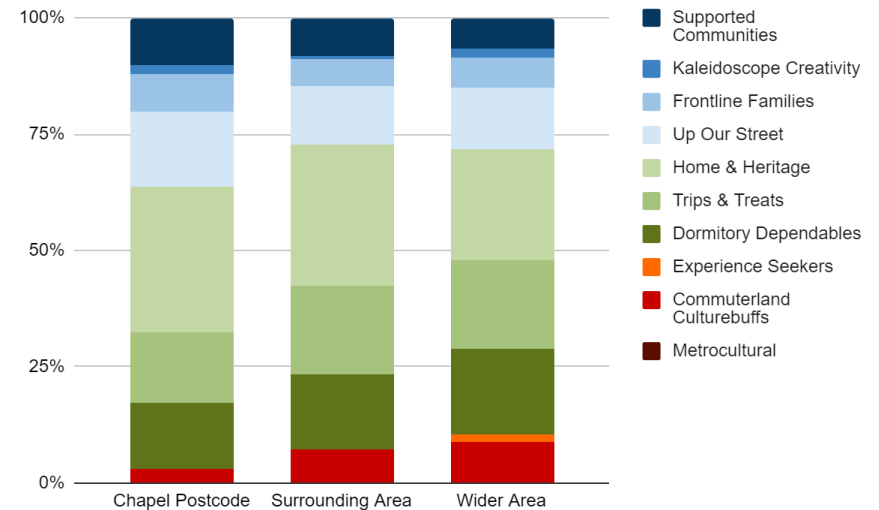
- **Up Our Street (blue):** Sociable retirees looking for inexpensive, mainstream, local leisure opportunities.
- **Trips & Treats (green):** Mainstream arts and popular culture fans influenced by children, family and friends.
- **Dormitory Dependables (green):** Mature couples and busy older families living in suburbs and smaller towns, interested in heritage activities and mainstream arts.

- **Frontline Families (blue):** Frugal, semi-urban renting families, light on arts and culture but heavy on community. Especially around Ipswich and Thetford.
- **Supported Communities (blue):** Many people in these groups live in social housing and may rely on financial support or experience multiple types of deprivation or poor health. Especially around Leiston and spread throughout area.



There are some younger audiences around Bury St Edmunds:

- **Experience Seekers (red):** Highly active, younger and social career-minded graduates, frequent and eclectic arts engagers.



Other audiences in the IP postcode area that are typically under-represented at heritage sites include:

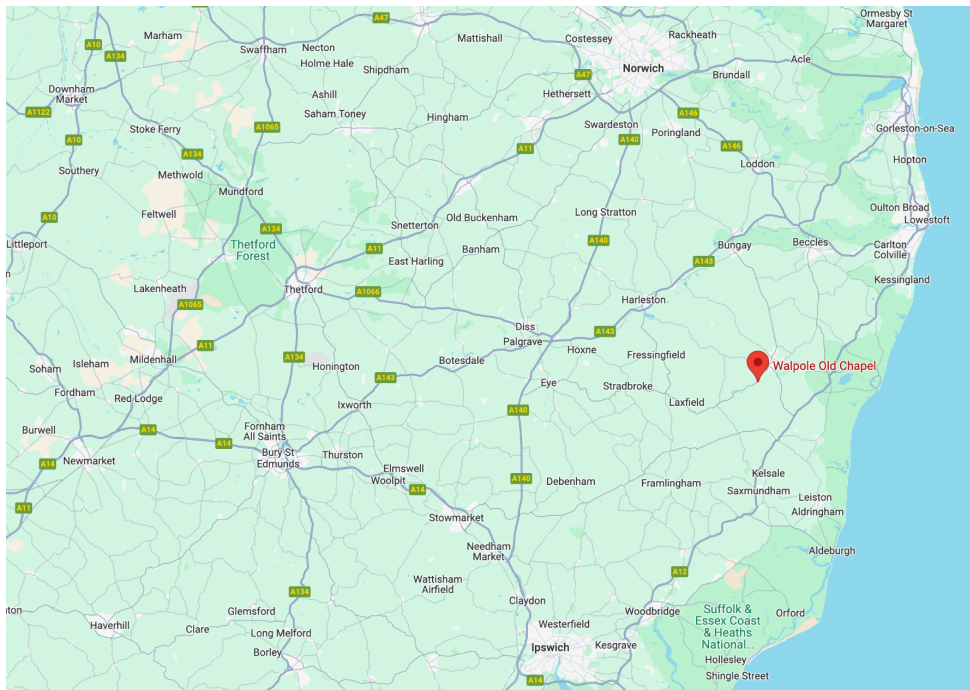
More information about the Audience Spectrum segments by the Audience Agency are available on their website:

<https://audiencespectrum.org/en>

LOCAL CONTEXT & DEMOGRAPHICS

Walpole Old Chapel is located on the edge of the small village of Walpole, Suffolk. It is approximately 3 miles south west of the market town of Halesworth and 10 miles to the east of the seaside resort of Southwold. The nearest cities are Norwich (26 miles) and Ipswich (28 miles). The chapel is reached via the B1117 Halesworth Road from Halesworth towards Stradbroke/Laxford. The chapel is located in the civil parish of Walpole. Its local authority is East Suffolk Council.

The map below shows the location of Walpole Old Chapel relative to other towns and cities in the area.



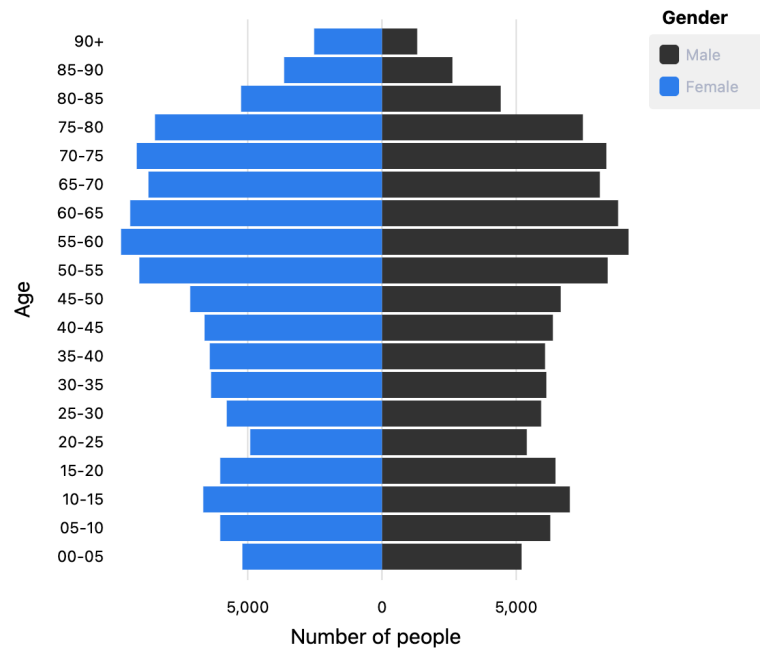
The village of Walpole has a population of 264 as of 2021. The average age is 46.2, with 50% of the population working age (18-64) and 34% of the population 65+. The population is nearly evening split male to female. 99% of the population is white.¹ There are 45 families with dependent children. 26% of residents have higher education qualifications (Level 4+) and most residents are in stable employment, with 35% commuting for work and 12% working from home (though these ratios may have changed after the Covid-19 pandemic). 19% of residents report a disability or long-term health problem.²

East Suffolk has a population of 247,080. The median average age in East Suffolk in 2022 was 50.3, with people of working age (ages 16-64) representing 55.9% of the population. There are 95.3 males to every 100 females. The population of East Suffolk is 96% white. Other ethnic groups include mixed race (1.5%), Asian (1.4%) and Black (0.6%).

¹ City Population Walpole:
https://www.citypopulation.de/en/uk/eastofengland/admin/east_suffolk/E04009473_walpole/

² East Suffolk Council Walpole Village Profile (2019):
<https://www.eastsuffolk.gov.uk/assets/Planning/Neighbourhood-Planning/Town-and-village-profiles/Walpole-Village-Profile.pdf>

East Suffolk Age and Gender Pyramid:



The 2021 Census shows that East Suffolk has a lower proportion of younger people than the average for England, and a higher proportion of older people.

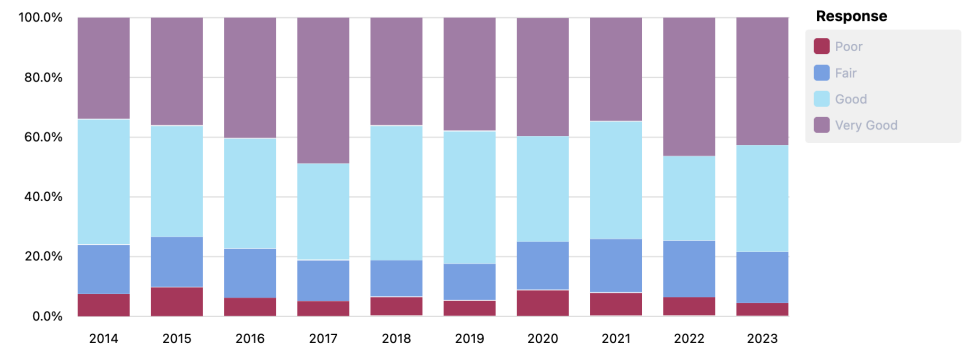
Ages	0-16	17-25	26-45	46-64	65-74	75-84	85+
East Suffolk	17.0%	8.3%	20.1%	26.7%	14.3%	9.6%	4.0%
England & Wales	19.6%	10.7%	26.4%	24.6%	9.9%	6.3%	2.5%

In 2022, the urban population of East Suffolk was approximately 152,641 or 64%, while the rural population was around 86,911 or 36% (based on 2011 rural/urban classification, using population figures

from mid-2022). The average salary in East Suffolk is £34,502, and the average property price is £352,267.

Public Health England's local authority health profiles show that population health across the whole of Suffolk (the nearest geography for which data is available) is generally better than the England average on a range of measures. The population mostly scores "good" or "very good" in terms of happiness.³

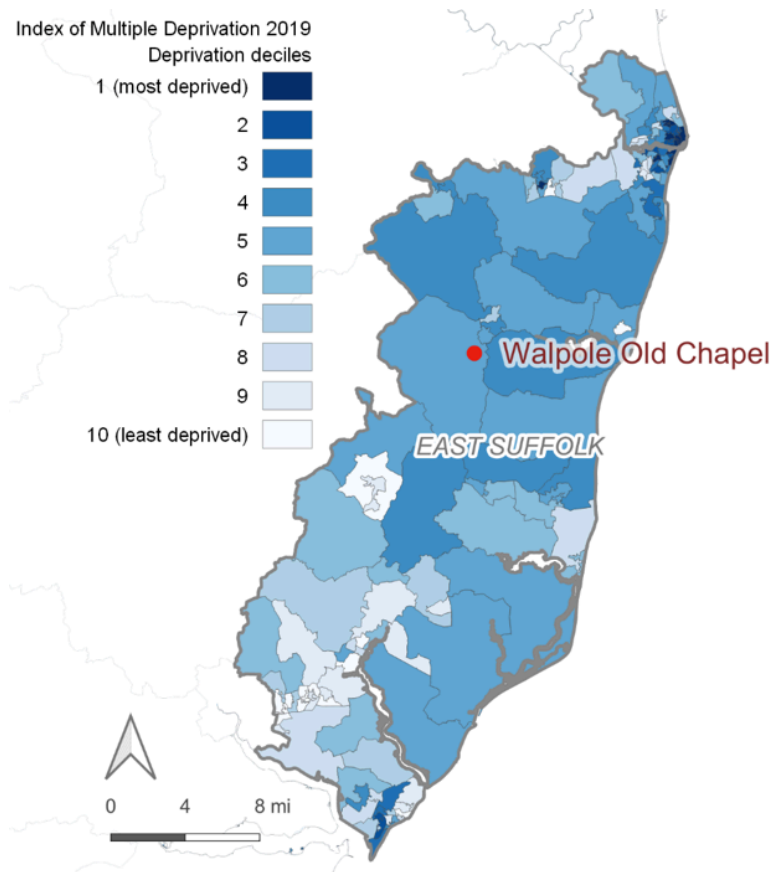
Personal Wellbeing Scores for Happiness:



The area in which Walpole Old Chapel is located ranks in the most deprived 50% of all neighbourhoods in the country, therefore not highly deprived but also not highly affluent. There are some neighbourhoods further south in the local authority area and to the east around Southwold that are among the least deprived in England, while Lowestoft to the north east contains a number of neighbourhoods that are in the most deprived 10% in the country.

³ Varbes: <https://www.varbes.com/demographics/east-suffolk-demographics>

Deprivation Statistics for East Suffolk:⁴



⁴ IMD deciles are based on over 32,000 lower layer super output areas across England. Areas in decile 1 are in the 10% most deprived neighbourhoods in the country. Source: Office for National Statistics licensed under the Open Government Licence v.3.0; Contains OS data © Crown copyright and database right 2011, 2021

LOCAL PLANS

East Suffolk Strategic Plan “Our Direction 2028”:

East Suffolk Council's *Our Direction 2028* sets out a vision to promote "a bright, green, open, free, and fair future for all East Suffolk." The strategy focuses on four key priorities: delivering positive environmental impacts by achieving net zero by 2030 and enhancing biodiversity; ensuring sustainable housing so that "all homes in East Suffolk are safe, suitable, and sustainable"; tackling inequalities by improving community safety, health, and digital inclusion; and creating a thriving economy by supporting skills development, start-ups, and sustainable business growth. The Council manages a net budget of £80.3m (2023/24) and secured "£13.8m in successful grant funding – 94% of applications" in the year to Spring 2023. Core values guiding this work are being Truthful, Proud, United, Dynamic, and Good Value, underpinned by a strong commitment to Equality, Diversity, and Inclusion.

Key points:

- Net Zero by 2030 and commitment to positive climate and nature outcomes.
- Safe, sustainable homes based on community needs.
- Focus on reducing inequalities in health, finances, and access.
- Support for skills, enterprise, and local economies to enable prosperity.
- Financial resilience, with high grant success and strong budget management.

- Guided by strong values and a commitment to inclusion and fairness.

Full strategy:

<https://www.eastsuffolk.gov.uk/yourcouncil/how-your-council-works/east-suffolk-strategic-plan/>

East Suffolk Economic Strategy 2022-2027:

Vision to offer support and encouragement to people so they can access, obtain and use skills which will help them secure and create both opportunities and employment. Also, to offer support and encouragement to communities in a way which helps protect, revitalise and regenerate the places people live, work and play in, and offer support and encouragement to businesses so they develop, grow and invest locally in a way which creates opportunities for residents. The focus is on the opportunities and potential for seven key sectors:

- Agriculture, food and drink
- Clean energy
- IT, tech and digital creative
- Manufacturing and engineering
- Marine and maritime
- Ports and logistics
- Visitor economy and cultural sectors

Full strategy:

<https://www.eastsuffolk.gov.uk/assets/Business/East-Suffolk-Economic-Strategy.pdf>

East Suffolk Cultural Strategy 2023-2028:

The Strategy sets out three interlinked priorities to drive co-development of a robust action plan.

1. East Suffolk's cultural and creative economy will thrive, realising its potential and providing benefits for itself and for other sectors.
2. (Young) people will have opportunities to cultivate creative careers and lives without needing to leave the area, with clear pathways for skills, talent and career development.
3. Communities will have access to cultural participation opportunities inspired by the landscape, which benefit health and wellbeing.

Full strategy:

<https://www.eastsuffolk.gov.uk/business/culture-in-east-suffolk/>

East Suffolk Visitor Economy Strategy 2022-2027:

East Suffolk Council's *Economic Strategy 2022-2027* aims to build "a strong, sustainable economy for our future" by focusing on "our people, our places and our businesses." The strategy commits to supporting people through skills development and inclusive employment, revitalising places while protecting the natural environment, and fostering business growth, entrepreneurship, and inward investment. Priority sectors include "agriculture, food and drink; clean energy; IT, tech and digital creative; manufacturing and engineering; marine and maritime; ports and logistics; and the visitor economy and cultural sectors." The council pledges to work collaboratively with partners, businesses, and communities to deliver the strategy, underpinned by clear Key Performance

Indicators focused on productivity, jobs, business growth, skills, innovation, and economic participation.

Key points:

- Vision: Enable people to secure opportunities, revitalise places, and support business growth.
- Strategic focus areas: People, Place, and Business.
- Priority sectors: Agriculture, clean energy, digital, manufacturing, marine, ports, and visitor economy.
- Environmental commitment: "Put the environment at the heart of everything we do."
- Delivery approach: Collaborative working and annual reporting against KPIs, aiming for "a once in a generation opportunity to create prosperity."

Full strategy:

<https://eastsuffolkmeansbusiness.co.uk/our-strategies/>

East Suffolk Hydrogen Strategy 2023-2028:

East Suffolk Council's *Clean Hydrogen Strategy 2023–2028* sets out a vision to establish East Suffolk as "a nationally significant hub for the generation, distribution, innovation, and adoption of clean hydrogen". The strategy aims "to stimulate the development of a co-ordinated hydrogen economy" by enabling private sector investment, advancing local projects, and strengthening infrastructure to support production and consumption. Key objectives include forming a Hydrogen Working Group, promoting East Suffolk as "the epicentre for clean hydrogen in the East of

England," supporting specific hydrogen projects at Lowestoft, Sizewell, and Felixstowe, and lobbying for national action on barriers like water supply and grid capacity. The Council also aspires to "explore and bring forward East Suffolk Council's adoption of hydrogen products, demonstrating proof of use to the market". Performance will be monitored through measures including megawatts of production, supply chain engagement, and local hydrogen usage.

Key points:

- Vision: East Suffolk as a "nationally significant hub" for clean hydrogen.
- Strategic focus: Build supply and demand; remove barriers; encourage Council leadership in hydrogen adoption.
- Priority projects: Developments at Lowestoft (Conrad Energy), Sizewell C, and Freeport East.
- Challenges acknowledged: Grid constraints, water supply, demand uncertainty.
- Delivery: Via a Hydrogen Working Group and annual reviews to adapt to the fast-changing hydrogen economy.

Full strategy:

<https://eastsuffolkmeansbusiness.co.uk/our-strategies/>

Walpole Parish Council Biodiversity Policy:

Walpole Parish Council's Biodiversity Policy sets out its commitment to meet the strengthened duties under the

Other heritage attractions, cultural / community centres and wedding venues in the nearby town of Halesworth include:

PARTNERS

FWOC has partnerships and working relationships with a number of local and other heritage organisations.

Halesworth & District Museum:

In November 2021 the Chapel was extremely pleased to sign a partnership agreement with Halesworth and District Museum. Our joint vision of the way ahead involves working much more closely with other local organisations, in both the heritage and the arts sectors. This welcome first step will focus initially on the Discovery Project

One of the key aims of the Discovery Project is to:

To provide a focus for developing partnership working between Walpole Old Chapel and Halesworth & District Museum. The aim of this is to enhance knowledge and access to the heritage of the area and make it easier to visit and enjoy. This will, we hope, generate a feeling of greater pride in the local area and a stronger sense of community or belonging across communities.

It was through this partnership that we have become involved in the Halesworth Tourism Group

Halesworth Tourism Group:

Halesworth Tourism Group exists to promote tourism and to encourage more local visitors in Halesworth and the Blyth Valley. It

is an open group made up of individuals and businesses who have an interest in increasing footfall in Halesworth and the surrounding area. It is an independent group but it has good links with other organisations in the town and surrounding villages, and with Halesworth Town Council. The group is open and anyone interested is welcome to attend our meetings. The Tourism Group also supports the Visitor Information Points located in the Library and the Angel Inn.

Walpole Old Chapel has joined this group and we have given them an introductory talk about the history of the Chapel, which raised awareness among members and we are hosting the August meeting of the group.

UEA/CEAS:

We have established a working relationship with the Centre for East Anglian Studies and the History Department of the University of East Anglia with the help of Dr Joel Halcomb, an expert on religious practice, culture, and politics in Britain and Ireland during the British Civil Wars. He is a founding member of the Dissenting Experience Project, promoting scholarship on the history, literature, and culture of early modern religious nonconformity. Dr Halcomb suggested that we put forward the Chapel and Discovery Project as a possible placement for UEA Master's students. One student researched the sad life of Methuselah Spalding in 2023. During the 2024 academic year we have had three placements working on various projects and gained a volunteer, who has since become a Trustee of the Friends of Walpole Old Chapel. In July 2024 the Chapel hosted a lecture from the Centre for East Anglian Studies, which was the first to be held outside of the Norwich campus.

We hope that that this relationship will flourish in the coming years through more student placements and joint events

Suffolk Local History Council:

Suffolk Local History Council encourages and supports the study of local history and acts as an umbrella organisation for societies, small museums and individuals within the county. It publishes a twice-yearly journal and newsletter, operates a Parish Recorders' Scheme and organises networking day meetings, conferences, visits and study days.

FWOC are members of SLHC and over the past few years have given several talks about the conservation work and the Discovery Project. With Halesworth Museum, we hosted a day visit to Walpole and Halesworth. One of our volunteers has also given talks around the county to local history societies as we are listed in the Speakers List curated by SLHC. Being part of this countywide group helps us to raise our profile and attract new audiences. There might also be opportunities for small-scale grants for activities. Networking with fellow members societies is also of great benefit.

Suffolk Institute of Archaeology & History:

The SIAH was founded in 1848 and is one of the oldest county archaeological societies. It promotes the study of local history and archaeology and publishes annual Proceedings. In addition it produces a twice-yearly Newsletter, operates a winter lecture series, a series of summer excursions and a biennial conference. Trustees of WOC are members of SIAH and we have hosted a day

visit to Walpole and Halesworth with Halesworth Museum. This has been written up in great detail and published in the Proceedings, thus becoming part of the historical record of the Chapel. It may also be possible to apply to SIAH for funding for future projects. This is an important organisation and it can help us maintain our profile within the county engaging a different audience from SLHC above.

Essex Cultural Diversity Project:

Essex Cultural Diversity Project is an Arts Council England National Portfolio Organisation. Its mission is to create opportunities, stimulate participation and provide a focal point for the development, celebration and co-ordination of cultural diversity through arts and heritage activity.

They achieve this through an exciting programme of projects, festivals and events; commissioning artists to explore community, diversity and place; and supporting artists, arts organisations and communities working in diversity through training and networking events, signposting opportunities and providing important platforms for their work.

They work strategically with creative practitioners, culture and heritage sectors, diverse communities and the voluntary sector to help develop skills, build sustainable networks and infrastructures, alongside creating new opportunities to enhance diverse artists' work.

One of our Trustees is Chair of ECDP, which although based in Essex works across the Eastern Region and is looking to expand its

work in Suffolk. FWOC believes it can learn from the ECDPs expertise in the areas of inclusion and diversity and will seek partnership activities in the near future.

Society for the Protection of Ancient Buildings:

SPAB has a long history of involvement with the Chapel, having been engaged as advisors on two earlier phases of repair work in 1930 and again in 1959. It has been very involved in the current repair and conservation project, including sending a group of 'Fellows and Scholars' to the Chapel in 2023 to assist with the 'making good' following the RIBA stage 4 investigatory works, learning specialist heritage craft skills in the process.

MARKETING STRATEGY

FWOC has had it in our business plan for the last two years to develop a research and evidence based marketing strategy. Unfortunately, due to pressures from other priorities, we have not yet been able to achieve this aim. In the absence of such a strategy, FWOC has simply tried to promote the Chapel and its activities/events through as many channels as we can. The table below provides further details on the marketing channels we currently use, and highlights where we see more opportunities.

Moving forwards, we hope to have a more sophisticated marketing strategy in place for the re-opening following the repair and conservation work. We plan to commission a Tourism and Visitor Strategy Consultant to work with us on this during the Development Phase of the Heritage Fund project.

From our experience, and from the research we ourselves have carried out, we have a number of avenues we will be suggesting to increase the effectiveness and reach of our marketing. These include:

- Targeting holiday accommodation (as above)
- Finding ways to engage better with young people
- We believe that growth in the number of people 'following' our Facebook and 'X' pages has begun to plateau, so we would like to explore other social media platforms as well

Promotion of Chapel Events in 2024 and Other Possible Channels:

Media	Chapel	Events
WOC website	✓	✓
WOC Facebook	✓	✓
WOC Twitter	✓	✓
Local FB – What’s on in Halesworth & Holton		✓
‘Next Door		✓
Blythweb (website)	✓	✓
Explore Churches (website)	✓	✓
The Suffolk Coast (website)	✓	✓
EADT listings (local press)		✓
WOC newsletter	✓	✓
Village email		✓
Direct email shot	✓	✓
Event posters (where available)		✓
Community News (local free press)	✓	
Halesworth Hoot/Tides Collection	✓	
The Bugle (local advertiser		
Blyth Valley Times (Church newsletter)		✓
Word of mouth	✓	✓
Event leaflets in Tourist Information sites		✓
Event Leaflets in Sibton Church		
Press/media release (eg re HE grant)	✓	
Public opening at WOC	✓	✓
Group visits to WOC	✓	✓

SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none">Unique and beautiful Grade II* listed chapelExisting programme of eventsRegistration as CIOGood connections to local community and existing partnershipsSkills, experience and enthusiasm of trusteesMembership subscriptions provide core funding/supports core costs	<p>Weaknesses</p> <ul style="list-style-type: none">Limitations to events due to building – lack of lighting, heating, wifi, etc.Limited capacity for eventsToo few volunteers to support longer opening hours at the momentLimited parkingLimited trustee capacity
<p>Opportunities</p> <ul style="list-style-type: none">Ownership of chapel provides the opportunity to recruit volunteers who want to do practical workBuilding improvements will attract a wider range of hirersUse of conservation project to raise awareness about the ChapelFurther development of links with the University of East AngliaStill being a Listed Place of WorshipThe rare ecosystem of the Chapel yard	<p>Threats</p> <ul style="list-style-type: none">Very tight external funding environment going forwardsParking currently available on the basis of the landowner's good will

FINANCIAL APPRAISAL

OVERVIEW

FWOC's operating reserve is £4,000 and it held £44,398.52 in unrestricted funds at the end of the last financial year (31 March 2025).

As it takes ownership of Walpole Old Chapel, FWOC will bolster its financial position by:

- Increasing income generated at the Chapel from events and activities
- Developing a short, medium and long-term fundraising strategy
- Leveraging new resources that will be developed during the project like the website
- Training volunteers to undertake key areas of activity including chapel maintenance and events management to reduce costs

These assumptions are reflected in the Income and Expenditure Forecast.

INCOME & EXPENDITURE FORECAST

The Income and Expenditure Forecast is available as an online link here (1st tab assumption, 2nd tab model):

[x FWOC Income & Expenditure Forecast and Project Cash Flow...](#)

Please email FWOC if you would like to receive a spreadsheet version.

Overall assumptions for the Income and Expenditure forecast include:

1. FWOC's financial year runs 1 April to 31 March.
2. These figures exclude finances for the repair project currently being carried out at the Chapel, which is being undertaken under the HCT Conservation Programme. The model also reflects the period in which the Chapel is closed for these and the proposed works.
3. The inflation rate each year is assumed to be 5% and is reflected in the projections including increases in fixed costs.
4. During the 2-year Delivery Phase when capital work would be carried out at the Chapel, we have reduced both income and expenditure accordingly.
5. After capital works are completed, we are projecting increasing visitor numbers from 29/30 following implementation of activities for which we are seeking funding from Heritage Fund (improved marketing, other building improvement works to extend events season, new website, etc.). We also plan to host more weddings.
6. Notes for specific income and expenditure items are included with the model on the following tab.

MONTHLY PROJECT CASH FLOW

FWOC has also prepared a Project Cash Flow showing monthly income and expenditure and the net position during the project period – the Development Phase is November 2025 to May 2026, and the Delivery Phase is November 2026 to December 2028.

The Project Cash Flow is available as an online link here (3rd tab):

[x FWOC Income & Expenditure Forecast and Project Cash Flow...](#)

Please email FWOC if you would like to receive a spreadsheet version.

FWOC is a small, volunteer-run organisation with limited reserves to put against high capital costs in the Delivery Phase before grant payments are available. To address this potential risk, FWOC will work with the Development Support Consultant in the project Development Phase to undertake detailed cash flow forecasting for the Delivery Phase to identify any potential gaps with the large project costs. It will identify any necessary solutions, which may include looking at more frequent grant payments, discussing contractor payment terms / periods, and discussing upfront payments with Historic England. If needed, FWOC will work with the Fundraising Consultant to identify bridge loan options, e.g. via the Architectural Heritage Fund. FWOC will discuss these options with the Heritage Fund and Historic England as well as potential contractors.

In the current project cash flow provided with the business plan for this application, we are currently assuming upfront payments from the Historic England Repair Grant and a bridge loan of £30,000. These adjustments keep FWOC's total reserves comfortably over £20,000 through the entire Delivery Phase period.

RISK REGISTER

The risk register is available as an online link here that includes the Development Phase, Delivery Phase and post-project period:

[+ Walpole Old Chapel Risk Register](#)

It was also provided with the Heritage Fund application. Please email FWOC if you would like to receive a spreadsheet version.

MONITORING & EVALUATING OUR ORGANISATION

FWOC will hire an Evaluation Consultant to support the preparation of an evaluation framework and strategy in the Development Phase and full project evaluation and preparation for ongoing post-project evaluation in the Delivery Phase. The FWOC trustees and Development Support consultant will also be active in supporting evaluation activities.

The Timetables and Activity Plan for the Development Phase and Delivery Phase details how each activity contributes to the Heritage Fund Investment Principles, describes the target audience and sets the targets for evaluation.

The Timetables and Activity Plan is available as an online link here:

[+ Walpole Old Chapel Project Timetables & Activity Plan](#)

It was also provided with the Heritage Fund application. Please email FWOC if you would like to receive a spreadsheet version.

ORGANISATIONAL IMPACT ASSESSMENT

How will any additional costs created by the project continue to be funded?

The primary new costs for FWOC will be those associated with running Walpole Old Chapel after it takes ownership from HCT. FWOC has already been responsible, however, for chapel costs related to its own activities including utilities. To reduce maintenance costs, we plan to recruit, train and equip a new cohort of volunteers that can undertake certain maintenance activities at the Chapel without needing to pay contractors. We have included our projections for all types of maintenance costs, including an annual emergency budget, as well as insurance, in the Income and Expenditure Forecast.

FWOC will also increase income as it takes ownership of the Chapel by:

- Increasing income generated from events and activities as well as the number of income-generating events like weddings
- Developing a short, medium and long-term fundraising strategy
- Leveraging new resources that will be developed during the project like the website
- Improving marketing activities to reach new audiences

These assumptions are reflected in the Income and Expenditure Forecast.

As part of its financial policy, FWOC trustees have designated an operational reserve approximately equivalent to one year's fixed costs. This is to be increased from £4,000 to £6,000 when FWOC takes on ownership of the Chapel.

What additional volunteer input will be required?

FWOC will recruit new volunteers in two stages, focusing on trustee recruitment in the Development Phase and volunteer recruitment in the Delivery Phase.

Following the trustee skills audit and governance review in the beginning of the Development Phase, FWOC will look to recruit 3 additional volunteers to reach its maximum number of trustees which is 9.

In the Delivery Phase, FWOC will look to recruit and train 15 additional volunteers, bringing its number of regular volunteers from 25 to 40. A key focus for volunteer recruitment and training will be Chapel Maintenance. Other areas for volunteer support will include events support, community outreach and other activities.

The added volunteer resource will support FWOC to deliver an expanded programme of events in the Chapel post-project and to support its increased responsibilities as Chapel owner.

Are there any changes in governance or management that could affect the project?

The Development Phase of the project will focus on organisational capacity, ensuring that FWOC has the correct structures and processes in place as well as adequate support and a broad set of skills as it takes on ownership of the Chapel.

The Governance Review in the Development Phase will focus on reviewing how FWOC governs and manages itself, including reviewing and establishing new policies for Board Activity and identifying and establishing operational groups for different FWOC activities which will include volunteers and co-opted experts. This will be set out in the updated Business Plan.

We do not expect significant governance or management changes to result from this Review – rather consolidation and better organisation of existing FWOC activities and structures.

Please reference the Income and Expenditure Forecast and Project Cash Flow provided with this business plan.

CONTACT DETAILS FOR OUR ORGANISATION

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