



THE CASE FOR SUPPORT



FUNDING
A RENEWED
PURPOSE

CONTENT

Why Invest in a church in the twenty-first century?.....	3	Some obvious questions.....	23
Our Vision for St Paul’s	4	Fundraising Methodology	26
Why now?	6	Scale of Giving	28
The Capital Project	9	Giving tax-efficiently in the United Kingdom.....	29
Repair & Restoration of Historic Fabric	10	Opportunities For Recognition: The Book Of Life	30
The South Garden & Undercroft	11	The bricks and blocks scheme	31
The West End Gallery development.....	11	Naming opportunities	31
The Song School	12	Key fundraising targets and construction project trigger points.....	32
The Willis Organ	12	If we were not to achieve our targets?.....	33
Using a Renewed Building	14	The First 400: Our Foundation Sponsors	35
Our Future Programme	17	The American Friends.....	35
Caring for the bereaved: Trans-generational loss.....	18	Heritage lottery and other trusts & foundations.....	35
Music for Mission: Social Engagement & Dementia Care.....	19	High net-worth individuals & family trusts.....	35
Other social impact projects	21	Local Businesses & Corporate Social Responsibility	35
A sustainable approach	21	The St Paul’s Diaspora	35
		The Phases of Fundraising.....	38
		Who’s Who.....	40
		The Campaign Project Team.....	40
		Campaign lead Ambassadors	41
		Church Leadership team.....	42



WHY INVEST IN A CHURCH IN THE TWENTY-FIRST CENTURY?

Why do we think it is right, in a world of great and pressing human need, to ask people to invest in a church? Surely, in the 21st century, there are better uses for money.



THERE ARE THREE REASONS.

FIRST, THE CHURCH IS IN IT FOR THE LONG-HAUL.

Governments come and go. Fashions change, in dress and architecture. The face of the London is constantly shifting – and many parts of it are unrecognisable now, compared with even 25 years ago. This makes for an exciting and dynamic city in which to live – but we need places of stability and wisdom in a changing world. Many of the churches in London are truly ancient. St Paul's Knightsbridge, which dates from 1843, is as old as the community it serves. What is absolutely certain is that, however London changes, St Paul's will be here in another 175 years, a fixed point for our children's children. So to invest in this church is to take a truly long-term view and is to invest in those who come after us. When you back our appeal, you will be making a truly lasting investment.

SECOND, THE CHURCH EXISTS NOT FOR ITSELF BUT FOR THE COMMUNITY.

Many institutions in the modern world exist to make a profit. Many make investors richer. Mostly we put our money where we know we will get a financial return. This is an invitation to invest for social return and public benefit. The church exists for the benefit of those who need it and it offers what it does freely. Many of those being approached know that, when they were in crisis or when we had something to celebrate, St Paul's was there for them. Nobody is denied excellent pastoral care and support, access to priests, a wedding or a dignified funeral – whether they can afford to contribute or not. It is a place of care and resource for all, regardless of circumstance. When you support this appeal you will be using some of what you are privileged to have of wealth, position and influence to ensure

that the doors of St Paul's will be open for others in the century ahead. And knowing you have done so is to gain the sort of reward that lasts a lifetime.

THIRD, WE ARE ALL TOO FAMILIAR WITH OUR HUMAN INSTINCTS.

Left to our own devices we have an astonishing capacity to lapse into self-reliance and selfishness, and to the mistaken belief that the purpose of life is merely to attend to ourselves and to accumulate 'things.' We are meant to enjoy what God has given us, of course. But we need places that remind us that life is about more than merely this. Wisdom tells us that human life is most fully lived when it is lived for others, thoughtfully and with a sense of wonder, rooted in a deep thanksgiving for all we are given in creation. When we live this way we develop an ability to raise our eyes above the material and merely mundane, to think in the long-term and not merely the short-term, to value what is really valuable, to be forgiving and accepting of others and to be useful – in short, to live life more fully and generously as God intends it to be lived. The world needs people who share this view of life – and who live it daily.

WE HAVE
A VISION OF
A WORLD
RENEWED WITH
HUMAN BEINGS
FULLY ALIVE

This way of living doesn't just happen by accident. We need in our communities 'deep' places and 'holy' people to challenge us and to shape us and to resource us in this way of seeing and living life. St Paul's Knightsbridge is one such place: a place that has already faithfully served its community for 175 years. It was founded by men and women of vision and means who made an investment from which we have benefited. It is now our turn to make the same investment for our children and our children's children. This is not an appeal for a building: it is an invitation to sustain a place of life, health, challenge and support that will continue to transform and shape London for good for the coming century and beyond.

Whether you are a regular churchgoer - or indeed a person of another faith or none - living in this community, someone who has historic family links with the area and the church at its heart, or simply are someone who cares about the health of the community and ensuring that at the heart of the London of tomorrow are great resources to enable societal transformation, this document – and this appeal – is for you.

Fr Alan Gyle, Vicar of St Paul's

OUR VISION FOR ST PAUL'S

Our vision is two-fold: it is about the bricks and mortar of a built environment, and it is about flesh and blood and a commitment to a way of living. Some people love buildings. Others are excited by programme. Whichever of those you are, there is something in this document for you.

First, programme. When you think of a London church, you probably tend to think in one direction – from the outside in. We think about ‘going to church’. Churches are places where people gather week by week, in happy times and sad, and much of the thinking churches do is about how, better, to gather people in. This sort of thinking is ‘attractional’ thinking.

But imagine reversing the direction. Suppose a church was a place from which life flowed outwards – a place of resource and resourcing from which new ways of thinking about life and human thriving flowed into the community and into society. This is ‘missional’ thinking.

St Paul’s Knightsbridge is famous for being one of the finest ‘attractional’ churches in London. For 175 years it has been the place for the finest Sunday services, for grand society weddings and for memorable memorial services for the great and the good. We are committed to maintaining this fine heritage with world-class music, liturgy and pastoral care.

But onto this, we intend to graft a new ‘missional’ stream of work. Because we have a vision of a world renewed and human beings fully alive we propose now to launch a new series of world-facing initiatives and programmes which promotes that fullness of life to which we are called. These programmes will touch on real human needs in the 21st century: child bereavement, mental health, addiction, dementia and social isolation. We will work in partnership with others and we will bring the commitment and imagination that flows from our primary faith commitments along with the resources we already have to ensure that in decades to come, people will think of St Paul’s not only as lovely place to go to, but as a resource for healthy community life in the 21st century.

Our vision is to create space for a new centre for social impact and transformation that will help to make the world a better place now and in decades to come. It will be a place where people from across London and the world can visit to find refreshment, inspiration, connection, thought-provoking conversation, fellowship, support in time of need and community. It will be a place where new models of ministry can be explored and – where they succeed – shared with other communities. This new programme is the only justification for restoring, extending and renovating St Paul’s Knightsbridge – which brings us to the bricks and mortar of the built environment.

The St Paul’s Knightsbridge “Funding a renewed purpose” project aims to make our Victorian church fit for 21st century central London. The Victorians did not believe in ancillary space: people came to church, worshipped and went home. The needs of a 21st century church are rather different. We need gathering space and places for group conversations; we need some administrative space and drop-in space for the community, and we need a space that inspires and gives hope. Imagine:

- a church restored, well-presented, fully accessible with all the facilities we have come to expect from public buildings, commensurate once again with the quality of the local built environment in Belgravia;
- 300 square metres of additional space for running missional and community projects, for music-making and for providing pastoral care;
- a purpose-built Song School – a music facility for church and community music-making;
- a home not only to a growing and healthy congregation but to an imaginative programme of events benefitting the immediate community in London and many thousands further afield.

Imagining this excites us. And we hope it will excite you.

WHAT DOES IT SAY ABOUT THE
HEALTH OF OUR SOCIETY IF
KNIGHTSBRIDGE IS MERELY PRIME
SHOPPING, LUXURY RESIDENTIAL
PROPERTY, ICONIC BRANDS &
MICHELIN-STARRED RESTAURANTS
– WITHOUT A CREATIVE AND
ICONIC CHURCH FOCUSING US
ON THE DEEPER THINGS OF LIFE?

WHY NOW?

BEING A BEACON CHURCH



In 1843, some of London's leading men and women joined together to make possible the creation of a church in the northern part of what was then London's most fashionable area, Belgravia. St Paul's Knightsbridge was designed by the surveyor of the Grosvenor Estate, Thomas Cundy jnr. It was enhanced and extended in the 1890s by George Frederick Bodley, the pre-eminent Victorian architect of his day – and their combined skill and vision has created one of London's most beautiful Victorian churches.

The church's first vicar, Fr William Bennett, was a social and ecclesiastical visionary and the church he led was a place of trans-

formation. It was a beacon in society. His first action was to build St Barnabas Pimlico as a daughter church for the servant classes, convinced as he was that the church needed to be available to all. The Anglo-Catholics believed in social outreach. Bennett also believed in the centrality of fine sacramental worship to lives transformed, and such was his commitment to the introduction of Anglo-Catholic worship in a time of widespread suspicion that the 'ritualists' were part of a popish plot to re-establish Roman Catholicism in the nation, that riots followed and an ecclesiastical trial saw him having to resign the living in 1851. Thankfully 175 years of steady ecumenical progress have seen a desire for cooperation between the Christian denominations replace mutual suspicion! St Paul's maintains true to his founding vision of sacramental life and societal transformation.

IF WE ARE TO BE FAITHFUL
TO THE VISION OF OUR
FOUNDERS, NOW IS THE TIME
TO CREATE A STEP-CHANGE IN
THE WAY WE MODEL
ENGAGEMENT IN SOCIETY

In the 21st century the vision may be similar to Bennett's but the way of delivering it is somewhat different. The challenges are now to find ways of working not just ecumenically but with people of other faiths (Jewish, Muslim, Sikh, Buddhist and Hindu) in a pluralistic world city and nation. And not only is our nation religiously diverse, the tasks of societal care and education are now shared by the church with statutory bodies, the welfare state and local and national charities. So working in partnership is the way forward. And partnership requires space for relationships to be built and for conversations to be had – and so the Victorian ideal of churches merely as places for fine worship has been overtaken.

What is not different is the reality of need. We still need to recognise the divisions in society and for all our increased wealth, growing inequality; we still need excellent teaching, exploration and challenge; we still need imaginative responses to the social issues of our day,

even if those needs are different from those faced by Bennett and his colleagues 175 years ago. In 21st century London the challenges the church can respond to include needs caused by technological advances, increased living-alone and isolation, challenges of a pace of life and ways of working that create a whole new array of mental health needs – and for all our advances in healthcare and social care, a continuing inarticulacy when it comes to dealing with social taboos like untimely death within families, and addiction and suicide.

If we are to be faithful to the vision of our founders, now is the time to create a step-change in the way we model engagement in society – and to do so we need space, great people and a will to be there for all. It is not enough for a church merely to be a ‘smart place’ for big services; its ministry, whether to the rootless, homeless and needy who pass through Belgravia, or to some of the leading figures in British society and commerce who live locally, needs to be imaginative, transformative and dynamic.

Now is the time to relight that beacon.



FUNDING
A RENEWED
PURPOSE



**SO, WHAT IS IT
THAT WE PLAN
TO DO TO THE
BUILDING?**

THE CAPITAL PROJECT

Turning a fine nineteenth-century church building into a state-of-the-art twenty-first century church capable of delivering our ambitious vision requires us to address our built environment in the context of our future programmes and our obligations as custodians of a fine grade 2* listed building.

At St Paul's we already punch beyond our weight in terms of activities and healthy congregational life; but we often do so through goodwill and the turning of a blind eye to what are, in real terms, very inadequate facilities. What the Victorians believed was necessary provision for church life and what is expected in the twenty-first century are very different things! And even now there are things we could well be doing and people with whom we could be connecting, but don't for want of space.

Our architect Paul Vick and his team have drawn up a bold and highly imaginative scheme for the currently under-utilised spaces around the main worship space. They have shaped a pragmatic, sensitive, high quality response to the complex challenge of developing a Victorian church building to provide the facilities we need urgently for a renewed St Paul's.

- The un-used West Gallery will become a space to allow community and social-impact programmes to be run from St Paul's, providing important space for the local community and for a whole new group of users.
- The currently overgrown South Garden will be excavated to create an underground suite of meeting rooms and facilities for visitors, and on the ground floor a glass atrium will provide meeting space for gatherings of all sorts.
- The north-east corner which currently houses our offices will be transformed into a Song School to enable the delivery of a renewed approach to music at St Paul's.

Throughout the whole design process we have consulted closely with all relevant authorities and amenity societies including Westminster Council, the Chancellor of the Diocese of London (who grants planning permission for works to church buildings), the Diocesan Advisory Committee (DAC), English Heritage, and The Victorian Society, all of whom have bought into the scheme.

Paul Vick is a professional architect (ARB and RIBA), Fellow of the Royal Society of Arts and Freeman of the City of London. Paul trained at Cambridge University and abroad. His eponymous practice has helped St Paul's gain Planning Permission and a Faculty. The designs for St Paul's were selected and displayed in the 'Tomorrow's Architecture' exhibition by the Architect's Journal at the International Property Fair MIPIM in Earls Court, London in October 2015. They have also written a vision for the Diocese of London.



Ongoing projects include with the Corporation of London's Keats House Museum in Hampstead and a Memorial Space with St Michael's and All Angels, Chiswick as well as a glass bridge and fit out for a global telecoms company. They are based in with West London.

Prior to starting Paul Vick architects 11years ago, Paul drafted the spaceplan for the Bristish Museum for the next 50-100 years.

Paul Vick architects have 100% planning permission record with Listed, unlisted buildings and in Conservation Areas as well as new build.

The practice has won:

Most innovative Architecture Firm, London 2018; Best Architecture Firm in the Global Excellence Awards 2017; Architecture Firm of the Year West London 2017; Best Construction Adviser UK 2017

Finalist for:

London Architecture Firm of the Year 2015; RICS Award 2014

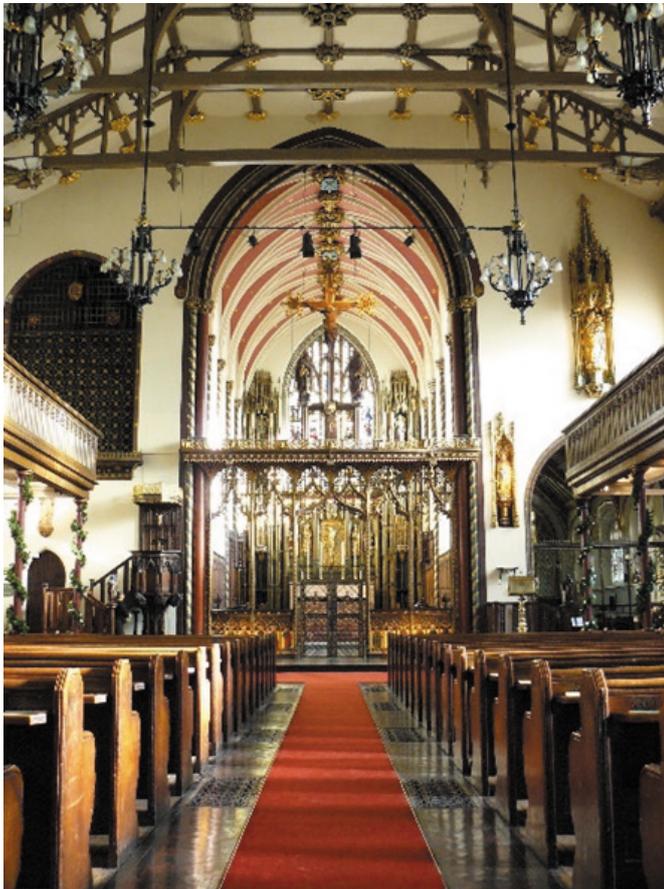
RIBA Regional Awards 2013; International Design and Architecture Awards 2013; International AR Future Project Awards 2013; Architect of the Year 2011 Builder and Engineer Awards

REPAIR & RESTORATION OF HISTORIC FABRIC

The historic fabric of the building and churchyard is in need of urgent repair. The historic facade of the church will be restored – stonework repaired, brickwork cleaned, the faces of the clock restored.

A gently sloped, re-landscaped, re-lit and repaved forecourt, will be of a piece with one of London's most elegant and historic street-scapes and will allow the young and the elderly to gain step-free access to the building through levelled thresholds.

G.F. Bodley's Chancel and Sanctuary – the jewel in the crown of St Paul's will be restored. Modern lighting will transform the view of the space, while careful restoration and cleaning will ensure that Bodley's heritage is safeguarded for future generations.



A major improvement will be underfoot: the somewhat degraded linoleum flooring in the chancel will be replaced by a fine marble floor inspired by a scheme drawn up by Bodley in 1893 but never executed, and this flooring will be extended into the Nave, enlarging and giving a new integrity to the space available for the Sunday liturgy, in the process making available to visiting groups of musicians (such as the BBC Singers and St Paul's Festival Choir) an improved space for concerts.

At the same time, the subtle incorporation of ramped access will mean that there is equality of access to all parts of the building for the young and old alike, and hidden ducting and cabling incorporated within the restored space will make St Paul's a much more attractive venue for broadcasting and recording.

The result will be breath-taking and will create a 'godly space' that is as useable as it is beautiful.

The installation, as part of this project, of an Icon of 'Our Lady of Sorrows' will provide a new devotional focus for a new strand of pastoral work.

COSTS:

External repairs to historic stonework, forecourt, with relighting and ramped access: £0.85m

Internal works to the historic Chancel & Sanctuary, chancel floor & platform, decorative scheme and relighting: £0.5m

THE SOUTH GARDEN & UNDERCROFT

To the South Side of the building, an unused strip of garden will be transformed by a glass atrium providing social and meeting space for seven days a week for community use. This will increase footfall to the church, and its imaginative use will benefit both existing church users and individuals and the wider community.

At the East End of the atrium, a re-sited war memorial to FANY and the SOE will be the focus for a Memorial Garden in which the fascinating story of St Paul's war-time involvement with SOE will be told – along with that of Lieutenant General Sir Frederick Stanley Maude KCB, CMG, DSO.

Stepping inside, there will be an improved and more welcoming reception leading into the light and airy atrium which will in turn lead into a re-developed Quiet Garden for peace and prayer and improved access to an enhanced Columbarium in which those



closely associated with St Paul's may be laid to rest. Beneath the atrium, a new subterranean floor will provide accommodation for a large, flexible meeting space suitable for hosting lunches, meetings and social events along with lavatories and catering facilities. A lift will make these facilities accessible to all.

This project will open the church up to its community, will transform the currently somewhat tired exterior and will create, from the street, an enticing and attractive building to draw people in, providing an additional 3,000 square feet of accommodation.

COSTS:

The glazed atrium and subterranean works, providing meeting space, social gathering space, drop-in space, garden and lavatories: £3.2m

THE WEST END GALLERY DEVELOPMENT

At the West End of the church, above the porch, the enclosure and reconfiguration of stairs and space in the tower will create flexible and accessible meeting space for small groups, for counselling and meetings, and also new community/social/meeting space.

Our administrative offices will be moved there and there will be a dedicated meeting lounge for Supporters and Friends of St Paul's and improved access to the Galleries of the church.

COSTS:

The West End Gallery Development: £0.6m

FUNDING
A RENEWED
PURPOSE

THE SONG SCHOOL

St Paul's has one of the finest acoustics in central London for choral and orchestral music-making. Only the back-stage facilities for both musicians and audiences stand in the way of it having a truly vitalised programme of concerts and recitals.

Within the current scheme, the dilapidated vestry and office space in the North East corner of the church site (adjacent to the cul-de-sac and back entrance of the Berkeley Hotel) will be transformed into a series of accessible and functional spaces to house our Song School – a key component in our 'Music for Mission' programme. This facility will be the base for an expanded programme in which our music-making (which currently provides excellence in worship and special services) will include community choir and instrumental opportunities and rehearsal space for community groups. This will build on existing partnerships with local London orchestras and choirs and will involve our own music scholars and musicians.

But it will not only be local community music-making. We already enjoy a great relationship with the BBC Singers and the Royal College of Music. Enhanced 'back-stage' facilities for concerts and musical events will better-enable us to host world-class music groups; the currently disused lower ground and basement areas will be renovated to provide office space, lockers & WCs.

THE WILLIS ORGAN

And although it is not currently our top priority, we know that as part of a renewed Music Programme, the fine nineteenth century Willis Organ will, before long, require another major restoration – and that the acquisition of a small chamber organ and a harpsichord for use with orchestras will greatly enhance the marketability of the church as a musical venue. These acquisitions will build on the purchase of a very fine Model D Steinway piano in 2016.



COSTS:

The Song School Development: £1.9m

The Willis Organ: £0.5m

Chamber Organ: £40k

Harpsichord: £25k

FUNDING
A RENEWED
PURPOSE



**AND WHAT IS
IT THAT WE PLAN
TO DO IN OUR
RENEWED
BUILDING?**

USING A RENEWED BUILDING



Imagine a day in the life of St Paul's, some five years from now. The church is opened and candles lit by its verger at 07:00 to allow for the first members of the early-morning silent-prayer group to come quietly into the space. Churches should be open to the public. By 07:30 there are some 18 of them, gathered for a short said office of Morning Prayer. Prayer takes place every day at St Paul's, morning and evening – as it has done for 180 years. We need as a society to be rooted in prayer and reflection.

In the glass atrium, others from the local community, including those who have been working overnight or who are arriving for work, are already drifting in to help themselves to free coffee, to have quiet conversations and to read; we have found that coffee and space is a great enticement to get people through the doors of the church – and the new Atrium provides very necessary gathering space for all sorts of people. Some slip through to the Quiet Garden beyond the Atrium. The steady coming and going of people from the local area is a feature of life – some of them into the church where they light candles, others just into a friendly and accessible hub of the local community.

At 08:30 the conference team begin to set up for today's meetings. Today the upper space in the West Gallery is being used for

a bereavement group from 10:00 and the Atrium for a Community Partnership discussion in which local leaders are meeting with representatives of the Council and two charities to discuss Mental Health from 09:30. The Atrium at St Paul's has become a popular space for meetings and day conferences, partly on account of the way people are greeted and made to feel welcome. Delegates and participants arrive. Upstairs, one of the volunteer counsellors is working with a group of mothers from a variety of faith background and with one of the Stillbirth and Neonatal Death Society (SANDS) volunteers, our partner charity.

Meanwhile inside the church some young musicians from the Royal College of Music are rehearsing. And the office is busy with some staff concentrating on business as usual in the church while others are hard at work planning the public programme. In his office, the vicar is meeting with a family to plan a memorial service while the associate is out visiting parishioners.

By lunchtime the delegates from the atrium have left. Today is a drop-in lunch day for some of the isolated elderly members of the local community; two waiters and a delivery vehicle arrive from one of the nearby hotels who, with a group of local hotels and restaurants, provide food and refreshments in partnership with St Paul's as part

USING A RENEWED BUILDING

its 'Eat' programme which is also an expression of their corporate social responsibility programme. Again, partnership. The Eat programme also involves some regular members of the congregation who are skilled in being hosts and engaging with the elderly.

At 14:00, the musicians arrive to rehearse for a baptism service at 15:00, and at 14:45 guests begin to arrive. Quietly a caterer arrives. St Paul's has a full programme of pastoral offices, Baptisms, Weddings, Funerals and Memorials. After the short service the guests move from the font to the Atrium where the caterer has set up a reception with champagne, canapés and a cake.

At 16:30 the Mentoring Team arrive, a group of parishioners and others who have undertaken mentor conversation training and each of whom works regularly with children from a variety of partner schools in the suburbs of London, all of whom travel to St Paul's which is so conveniently placed for public transport links at Hyde Park Corner. Mentoring opens the eyes of the young people to possibilities they hadn't considered and gives them the resources to pursue their dreams. It is part of helping people thrive.

At 18:00 all falls silent for the evening Mass – and then at 18:30 all is set up for three evening gatherings: first, the Catechesis Programme will be exploring Christian Spirituality and Prayer in the Atrium Undercroft; upstairs in the Atrium, a 12-step programme group is meeting to support those living with addictions; upstairs in the Tower rooms, two small groups are working on the Community Music Strategy and another group is being trained in dementia awareness as part of the church's ongoing work.

At 21:30 a small group gathers in the Chancel to say Night Prayer, the ancient office of Compline. At 22:00 all falls quiet. Cleaners and the maintenance team arrive. The place is turned round for tomorrow morning's huge Memorial Service and tomorrow afternoon's conference.

THIS WILL BE JUST ANOTHER
TYPICAL DAY IN A
21ST CENTURY CHURCH IN
KNIGHTSBRIDGE: A CHURCH
THAT IS OPEN FOR PRAYER
AND TEACHING, ACTIVE IN
ENGAGING IN THE LOCAL
COMMUNITY, MAINTAINING
THE HIGHEST STANDARDS IN
SUNDAY WORSHIP AND DAILY
PRAYER AND OPEN TO
WORKING ACTIVELY IN
PARTNERSHIP WITH SECULAR
AGENCIES, CHARITIES AND
PEOPLE OF OTHER FAITHS TO
HELP IN THE TRANSFORMING
OF SOCIETY.

**I'M MORE
INTERESTED
IN PEOPLE THAN
BUILDINGS. WHAT
ARE THE DETAILS
OF THIS NEW
PROGRAMME?**

OUR FUTURE PROGRAMME

A renewed St Paul's will be a centre for creative thinking about impactful social transformation. The work will be politically non-aligned but will be true to the commitments and values of the community. We will recruit the best people and enter into partnership with others. Together, we will be creative in response to perceived needs in the society of the moment. We will dare to experiment.

Local and Wider impact

The centre will create models of working that can be road-tested in Knightsbridge and replicated in other communities across London, the nation and further afield. It will be revenue-generating and commercial where appropriate, but will also be unafraid to champion loss-leading projects where the primary return is not financial but in lives and situations transformed.

Local involvement

And it will utilise the skills and passions of an eclectic community in Knightsbridge as a primary resource: business men and women, lawyers and medics, entrepreneurs and people with wider life experience, Christians, Jews, Muslims and people of goodwill and no faith bringing what they have to the mix and into the service of a place that wants to make the world a better place. Wealth creation of a new and transformative sort!

Celebrating diversity

London, one of the world's greatest cities, is awash with resources and with people of diverse skills, connections and passions. Imaginative social impact and transformation work in the 21st century is largely about working in partnership – and here St Paul's and its new centre can be a facilitator of partnership in transformation. We can provide space, some resource, expertise, some wisdom and a tried and trusted brand – and in partnership with the right people we can make a huge difference. And because 21st century London is a multi-cultural place, we will form partnerships with people of all faiths and of none, convinced that the best things happen when people stay true to their principles and commitment but open to the lives and experience of others.

THE WORK WILL BE
POLITICALLY NON-ALIGNED
BUT WILL BE TRUE TO THE
COMMITMENTS AND VALUES OF
THE COMMUNITY. WE
WILL RECRUIT THE BEST PEOPLE
AND ENTER INTO PARTNERSHIP
WITH OTHERS. TOGETHER, WE
WILL BE CREATIVE IN RESPONSE
TO PERCEIVED NEEDS IN THE
SOCIETY OF THE MOMENT. WE
WILL DARE TO EXPERIMENT.

CARING FOR THE BEREAVED: TRANS-GENERATIONAL LOSS

St Paul's is a place for celebration, but it is also a place where people come in times of loss. We have noticed that, especially for those who lose children, there is a lack – locally and nationally – of expert bereavement counselling and the specialist care that is needed by parents when, tragically, they lose children. Although there can be no quick fix in a time of loss, sensitive planning and execution of funerals can make bearable what seems unbearable, and steady and skilled chaplaincy and pastoral care can – over time

AN ICON OF OUR LADY OF SORROWS WILL PROVIDE A PLACE FOR PEOPLE TO COME TO PRAY, TO LIGHT CANDLES AND TO FIND SOLACE IN THE PEACE OF THE BUILDING; THIS PHYSICAL PLACE OF PRAYER WILL BE SUPPORTED BY A NEW PROGRAMME OF BEREAVEMENT CARE FOR PARENTS WHO HAVE LOST CHILDREN AND CHILDREN WHO HAVE LOST PARENTS

– bring both consolation and the glimmers of hope for the future. St Paul's already has an established link with SANDS (the Stillbirth and Neonatal Death Society) for whom we are their 'London church' for their annual 'Lights of Love' carol service. We have also had – very sadly – dealings with a number of families for whom we have conducted funerals for their children.



At the same time, we need to be highly articulate when dealing with children who have lost parents in an untimely way. The ministry is specialist and the task particular. And we need to provide not only immediate support but ongoing support as children grow and their understanding changes.

The installation of an icon of Our Lady of Sorrows (an image of the sorrow of Mary, mother of Jesus at the time of the crucifixion) outside the chapel in the South East corner of the church will provide a place for people to come to pray, to light candles and to find solace in the peace of the building; this physical place of prayer will be supported by a new programme of bereavement care for parents who have lost children and children who have lost parents, and by the establishing of an online resource centre.

The renovated space elsewhere in the building will allow us to run regular support groups and counselling sessions – and the whole bereavement project will be supported by the appointment of a Director of Pastoral Care for the Bereavement Project. There is no other London church with this specialist ministry – and we foresee the establishing of St Paul's as the destination church for this particular kind of work. We will look for visionary and pastorally hearted donors to support the creation of the Icon, and also to endow the post of Director of Pastoral Care. In the fullness of time we would look for this ministry to become self-supporting.

MUSIC FOR MISSION: SOCIAL ENGAGEMENT & DEMENTIA CARE



St Paul's has a well-deserved reputation for fine music making and many first came to St Paul's as a result of having been captivated by fine music in a luminous acoustic at a regular service, wedding, funeral memorial service or concert. Our resident musicians under the direction of Stephen Farr offer a varied and imaginative programme of music, with repertoire spanning the centuries of Western Church music.

The positive impact which music has on general well-being, mental health, child development and those living with memory loss is well documented. Music is a great leveller, and a common language that allows people to connect with beauty and to unleash creativity. Put simply, we believe that it leads us to God.

Opportunity for the young – particularly those from less-privileged backgrounds – to be involved in music-making is diminishing. Over the past decade, GCSE and A-level music entries in the UK have more than halved.

In 2015 we embarked on a more ambitious music programme to foster upcoming talent, promote community music-making and to open up access to high quality music-making for those children and youth who might be considered disadvantaged.

Since 2015 we have:

- acquired a Steinway Model D piano funded through a discrete fundraising campaign;
- established a series of Sunday recitals featuring students from the Royal College of Music and singers and musicians from the St Paul's music team;
- established a regular community 'Come & Sing' event;
- acquired a cello which is now on long-term loan to our cello scholar – an up-and-coming cellist studying at the RCM;
- commissioned new works to showcase the talent of upcoming composers and artists.

THE POSITIVE IMPACT WHICH MUSIC HAS ON GENERAL WELL-BEING, MENTAL HEALTH, CHILD DEVELOPMENT AND THOSE LIVING WITH MEMORY LOSS IS WELL DOCUMENTED. MUSIC IS A GREAT LEVELLER, AND A COMMON LANGUAGE THAT ALLOWS PEOPLE TO CONNECT WITH BEAUTY AND TO UNLEASH CREATIVITY. PUT SIMPLY, WE BELIEVE THAT IT LEADS US TO GOD.

MUSIC FOR MISSION: SOCIAL ENGAGEMENT & DEMENTIA CARE

Plans for 2018-19 include:

- the launch of a partnership with Songhaven which will see St Paul's Knighstbridge host regular dementia-friendly concerts: an opportunity for those living with dementia to enjoy first-rate music in a warm, relaxed environment followed by tea giving the performers and audience members an opportunity to meet with one another.
- setting up a new programme whereby we share our musical resources with a parish which doesn't have the means to provide high quality music at its liturgies;
- further developing our Come & Sing and recital series.

FUNDING
A RENEWED
PURPOSE

And in the future...

We have a longer-term ambition to open up music making to the younger generation and to establish at St Paul's a community project that draws children from privileged and from disadvantaged backgrounds together into a community choir and other periodic musical activities.

A purpose-designed Song School will provide the physical space for this exciting work which will allow our existing musical establishment of fine young singers and players - who are already establishing themselves as musicians - to inspire the rising generation and to extend the reach of St Paul's into a wider community.

We will identify talent and foster it; we will inspire a wide range of young people to embrace music making; we will share existing experience and knowledge more widely; and we will do so in partnership with schools across London.

We will also look to far-sighted donors who have a passion for seeing the younger generation thrive to endow and resource the various strands of musical work.

OTHER SOCIAL IMPACT PROJECTS

And that's not all. The team at St Paul's has a passion for helping people see the world differently. To see hope, inspiration and purpose and the possibility of transformation for good. We will make the best use of our new space to run projects which could see our community:

- dealing with people experiencing isolation
- working to eradicate the taboo around dementia through promoting a caring, dementia-friendly community in Westminster;
- mentoring young people who may not otherwise benefit from the wisdom of those who are at the forefront of their fields of expertise;

- helping organizations to develop healthy practices to create happier, creative and more effective teams;
- continuing to provide mentoring, coaching and support for clergy and ministry teams to help them sustain ministry and to thrive.

This is only a flavour of what could be run from a renewed St Paul's with the space and facilities to enable this important work.

A SUSTAINABLE APPROACH

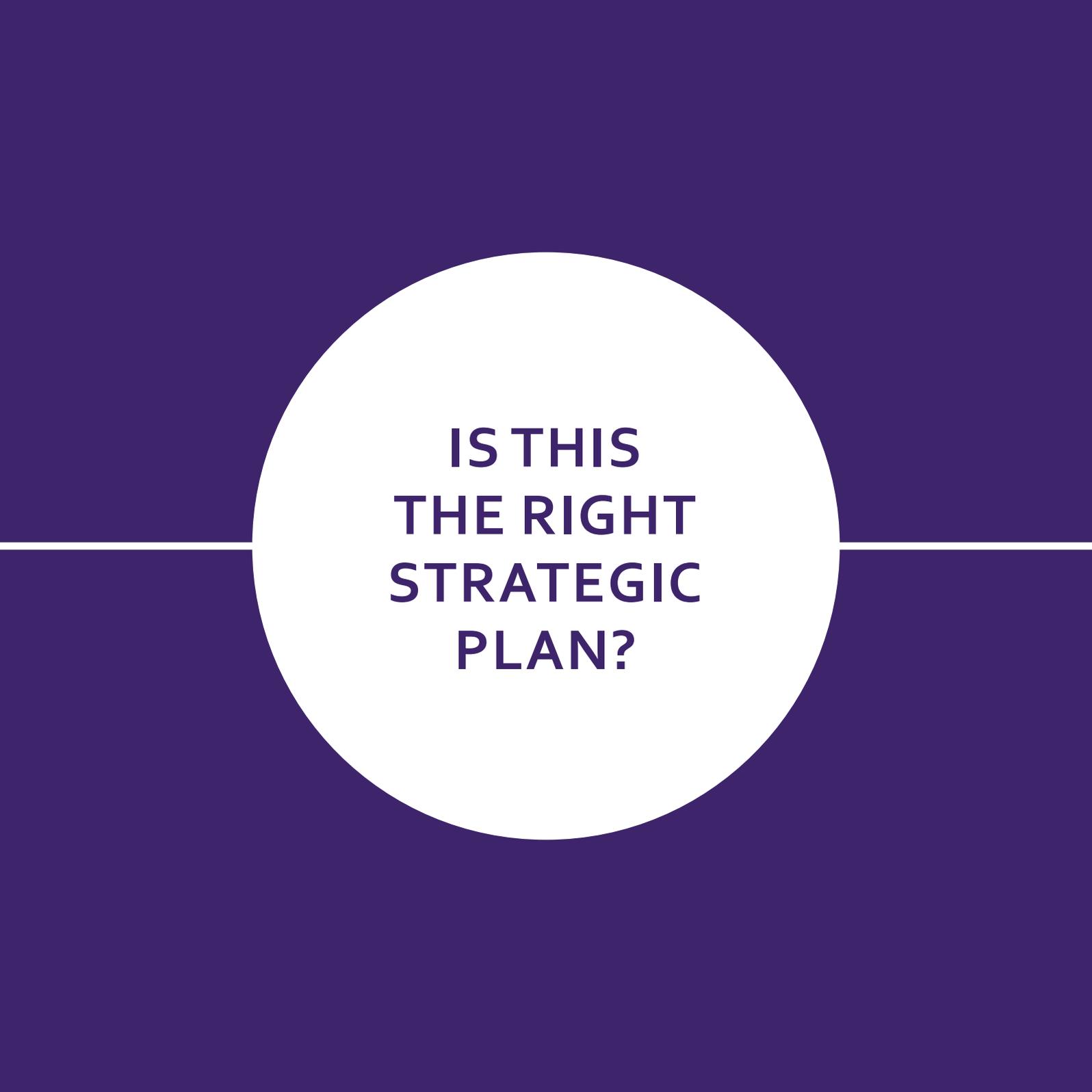
St Paul's has been part of Belgravia for 175 years. In that time the character of society has changed beyond recognition. In 25 years time, or a century from now, the needs of society and the opportunities will be different.

We will set up our social impact programmes with a finite lifetime and with robust measurement of outputs. What works will grow and remain. What doesn't work even after being given a chance will be stopped. And programmes will be encouraged to morph as needs

change and opportunities emerge. And we will keep noticing and pondering and creating new ways of challenging exclusion, isolation, diminished resource and opportunity, and need.

This is our future as a community rooted in faith with a vision of the Church as change agent in society. Church, but not as you usually understand it. Open. Curious. Creative. Entrepreneurial. Missional, not just attractational.

WE WILL SET UP OUR SOCIAL IMPACT PROGRAMMES WITH A FINITE LIFETIME AND WITH ROBUST MEASUREMENT OF OUTPUTS. WHAT WORKS WILL GROW AND REMAIN. WHAT DOESN'T WORK EVEN AFTER BEING GIVEN A CHANCE WILL BE STOPPED. AND PROGRAMMES WILL BE ENCOURAGED TO MORPH AS NEEDS CHANGE AND OPPORTUNITIES EMERGE. AND WE WILL KEEP NOTICING AND PONDERING AND CREATING NEW WAYS OF CHALLENGING EXCLUSION, ISOLATION, DIMINISHED RESOURCE AND OPPORTUNITY, AND NEED.



**IS THIS
THE RIGHT
STRATEGIC
PLAN?**

SOME OBVIOUS QUESTIONS

DOES THIS PLAN MEET OUR NEEDS?

We have worked carefully to create a well-costed plan that corresponds to a robust assessment of needs. We have a strong sense of what God is calling us to be and to do.

DOES THIS PLAN HAVE SUPPORT?

We have worked with Paul Vick Associates, the Diocesan Advisory Council, Westminster Council and throughout the whole design process we have consulted closely with all relevant authorities and amenity societies including the Chancellor of the Diocese of London (who grants planning permission for works to church buildings), English Heritage, and The Victorian Society, all of whom have bought into the scheme. We have gained all the approvals necessary to begin work.

WHAT IS THE BOTTOM LINE, IN FINANCIAL TERMS?

Our objective is to raise a total of £7.65 million to create facilities which will set up St Paul's to deliver important social impact programmes both now and for future generations.

IS THE STRATEGIC PLAN PHASED?

We have phased the work into (1) 'immediate/must-do' historic work, (2) 'game-changing initial transformation' work (3) the Chancel Scheme, (4) 'music-programme enabling work,' and (5) the visionary West End Project. At some stage in the coming years, the issue of rebuilding the fine Willis Company Organ will also need to be addressed.

Each phase can proceed independent of other phases, but there will be economies of scale if we can roll different parts of the programme into one.

HOW WILL WE RAISE THIS MONEY?

We will achieve this through a structured capital campaign to solicit philanthropic gifts from individuals, companies, trusts and founda-



tion and statutory bodies, here in the UK and among our supporters and present and future friends around the world.

Application will be made to the Heritage Lottery Fund for a grant towards the most urgent work of renovation and restoration. We will also be approaching other trusts and charities, the many for whom St Paul's is 'their' church, and those who know the value of healthy community in central London.

DO YOU HAVE THE RIGHT PEOPLE IN PLACE TO DO THIS?

We have brought together some of the most imaginative and entrepreneurial members of our community to help us shape our strategy – and we have in place an excellent team to support the effort. We have a strong sense that now is the time – and we believe that a vast circle of people recognise the value of what we envision. There has never been a better time to embark on this appeal.

DOES THIS TOTAL INCLUDE EVERYTHING?

We have been careful to include contingencies in each phase of the project and we have looked in very granular detail at the costings per-square-foot of the various interventions. This is an historic church and the work we need to do must be commensurate with the original building and the local built environment, but we feel that the costings are realistic.

SOME OBVIOUS QUESTIONS

We are aware that there is a question of VAT on works on churches. Since all of our planning has to do with public benefit and is not (and cannot be) to turn the church into a for-profit organisation, we believe that any VAT costs will be minimal. However, we continue to take good legal advice.

IS THE BUSINESS CASE ROBUST?

St Paul's always has been and always will be a 'for the community' organisation – and is not a revenue generating business. However, we believe that (a) the social capital return is self evident; (b) that 'reversing the flow' and creating a robust programme of missional and social impact activity will of itself help the congregation and supporter-base (and therefore our pledged giving) to grow, and that (c) the sort of programme in partnership model we are proposing will open up the possibility of much of our future work in the community being funded by grants, trusts and statutory co-funding sources.

WE HAVE BROUGHT TOGETHER SOME OF THE MOST IMAGINATIVE AND ENTREPRENEURIAL MEMBERS OF OUR COMMUNITY TO HELP US TO SHAPE OUR STRATEGY – AND WE HAVE IN PLACE AN EXCELLENT TEAM TO SUPPORT THE EFFORT. WE HAVE A STRONG SENSE THAT NOW IS THE TIME – AND WE BELIEVE THAT A VAST CIRCLE OF PEOPLE RECOGNISE THE VALUE OF WHAT WE ENVISION.

FUNDING
A RENEWED
PURPOSE



**SO, TELL ME
ABOUT THE
DETAIL OF THE
FUNDRAISING
PLAN...**

FUNDRAISING METHODOLOGY

The only proven way to raise capital funds is to ask for them! The more personally we ask for money the more successful we will be. Our fundraising campaign will follow a simple stepped process through which we develop a relationship with our prospective givers:

- STEP 1** Identify people who might be interested in the plans and are able to give – these people are known as our ‘prospects’.
- STEP 2** Give our prospects information on our development plans and interest them in our Vision.
- STEP 3** Give the prospects opportunities to get involved and have input into our Campaign. Once we have taken our prospects through these three stages will we be ready to move on to stage 4.
- STEP 4** Ask our prospects to make an investment in the church’s future – to give to our Campaign.

STEP 1 – IDENTIFYING OUR PROSPECTS

It is essential that there is a rolling process of identification and ‘review’ to establish who are the best prospects for volunteers and givers. The Campaign will focus on identifying volunteer ‘givers and askers’ with the following prospect groups:

- Interviewees and others consulted during the fundraising resources study
- Expanding our network of supporters in the United States
- Expanding our network of supporters in Asia, particularly Hong Kong
- Selected corporate supporters and sponsors
- Grant making trusts and foundations
- Statutory bodies, including The Heritage Lottery Fund
- Selected Trustees and/or Parish Church Council members
- High net worth individuals and families with an interest in St Paul’s
- Past and present supporters of St Paul’s
- Members of the congregation

STEP 2 – INFORMING AND INTERESTING OUR PROSPECTS

The great temptation is to prepare a glossy brochure and mail it to everyone. This is why so many major fundraising campaign “appeals” fail.

Our ideal will be to organise a series of small and personal “Information Events” hosted by Campaign volunteers AND AMBASSADORS, in London, the United States and Hong Kong. A few prospects at a time, in homes, boardrooms and other suitable venues, will be given an informal but high quality presentation about the project. We will also encourage tours of St Paul’s to show prospects first hand where the new facilities will be created and the additional support programmes undertaken. Visiting the Church will also provide prospects with a good understanding of how we would like to recognise their kind support.

**THE ONLY PROVEN WAY TO
RAISE FUNDS IS TO ASK FOR
THEM! THE MORE PERSONALLY
WE ASK FOR MONEY AND THE
MORE AMBASSADORS WE HAVE
INTRODUCING THEIR FRIENDS,
THE MORE SUCCESSFUL WE
WILL BE.**

The aim of the information events will be to engender a feeling of goodwill towards St Paul’s and its work and to foster a greater understanding of the capital Campaign. These occasions will serve as an important prelude to securing the active, on-going financial support of the guests. Hopefully, once prospective supporters have had the opportunity to ask their questions and receive straight answers, they will be interested in giving to the Campaign and working to get others to do the same.

STEP 3 - GETTING INVOLVEMENT AND INPUT

We will invite our prospects to become involved and have input in the Campaign through the information events and follow up discussions held with Campaign volunteers. Getting involvement in the fundraising Campaign means following a simple set of guidelines that have been found to be very successful on other projects. They are encapsulated in the following, common sense Principles of Fund-raising.

STEP 4 - ASKING FOR AN INVESTMENT

All our campaign volunteers and ambassadors will be given support to help them ask for gifts for the Campaign. Each volunteer will receive an information pack and promotional materials, backed up by online marketing, with naming and recognition opportunities to help him or her ask their friends and contacts with confidence and in a dignified and informed way. Where appropriate, an experienced fundraiser may attend these 'ask' meetings.

Our objective will be to achieve gifts and pledged commitments within our table of gifts and prospect pyramid, which outlines the levels of giving and the number of gifts we need to achieve our targets.

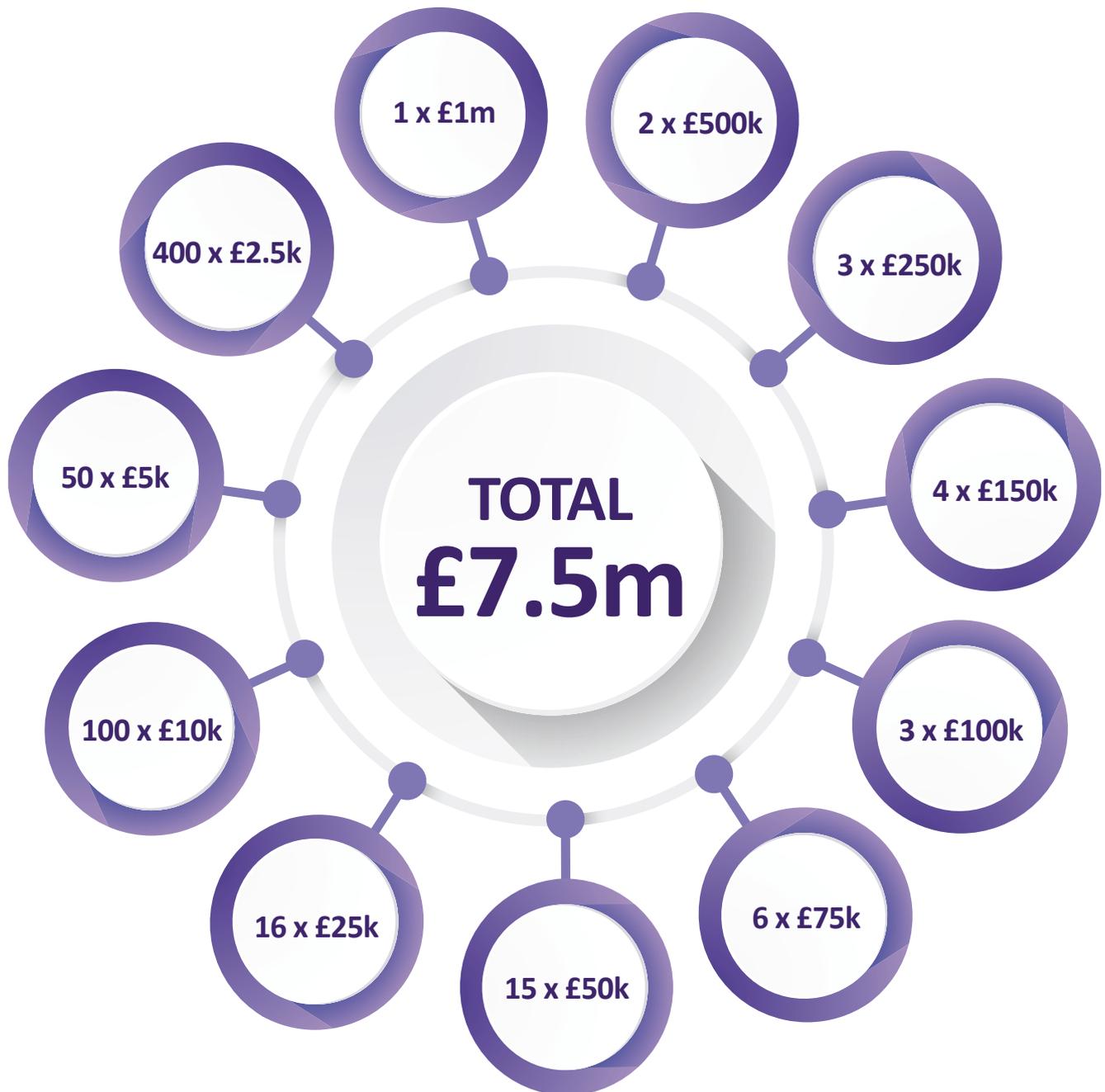
WHAT ARE THOSE TARGETS?

Atrium, Memorial Garden & Columbarium:.....	£1.2m
Basement:	£2m
Music School	£1.9m
West End Gallery Development	£600k
Quinquennial repairs including stonework and scaffold:	£850k
Chancel:	£500k
Organ, chamber organ & harpsichord:.....	£600k
Total:.....	£7.65m

The above:

- excludes VAT. Much of the works will not attract VAT, but some might if deemed commercial – need to arrange follow-up with JCS and tax expert to explore further.
- includes budget for re-paving the forecourt, addressing lighting, drainage, service &c.
- does not include any provision for an endowment for ongoing future maintenance
- is a realistic estimate based on the methodology of smart procurement, keeping fees to a minimum, and smart appointment of contractors to minimize sub-contracting margins.

HOW WE WILL REACH £7.5M



GIVING TAX-EFFICIENTLY IN THE UNITED KINGDOM

Thanks to the UK Government's Gift Aid Scheme (www.gov.uk/donating-to-charity/gift-aid), individuals can enable registered charities to claim an additional 25% on the donation you have made – by reclaiming tax you have already paid. So this mechanism costs you nothing, assuming that you have paid enough tax in any year to cover the reclaim.

If you are a Higher Rate taxpayer (40%) or the Additional Rate (45%) then not only can the charity claim back 25% - but you can also claim back the difference between the basic rate of tax and the tax you have paid. You can do this either through your annual tax return, or by asking HM Revenue and Customs (HMRC) to amend your tax code. This means that a generous donation to the appeal will cost you even less!

FOR EXAMPLE: for St Paul's to receive £250k from a Higher Rate taxpayer:

The donor would make a donation of £200k

St Paul's would reclaim Standard Rate Gift Aid of £50k
(making the donation worth £250k to St Paul's)

In addition, the Donor could claim £62.5k from HMRC in their annual tax return.

So, split over three years, this means that the cost to the donor of a £250k pledge to St Paul's is actually a mere £45.8k a year.

OUR DONATIONS TEAM WILL BE GLAD TO GUIDE YOU.

OPPORTUNITIES FOR RECOGNITION: The Book of Life



(The Book of Life) will be created with a record of all the works done and the names of those whose generosity made the works possible. One copy will be lodged in the permanent archive of the church; another will be on display in the new Atrium; each major donor will be given a copy, recording their name and/or the name of the person in whose memory the donation was made

THE BRICKS AND BLOCKS SCHEME

- FIRST 400 BRICKS: The names of the First 400 donors of £2,500 will be recorded on 400 glass bricks in the new Atrium.
- FIRST 100 BLOCKS: The names of the First 100 donors of £10,000 will be recorded on the wall of the new Atrium.

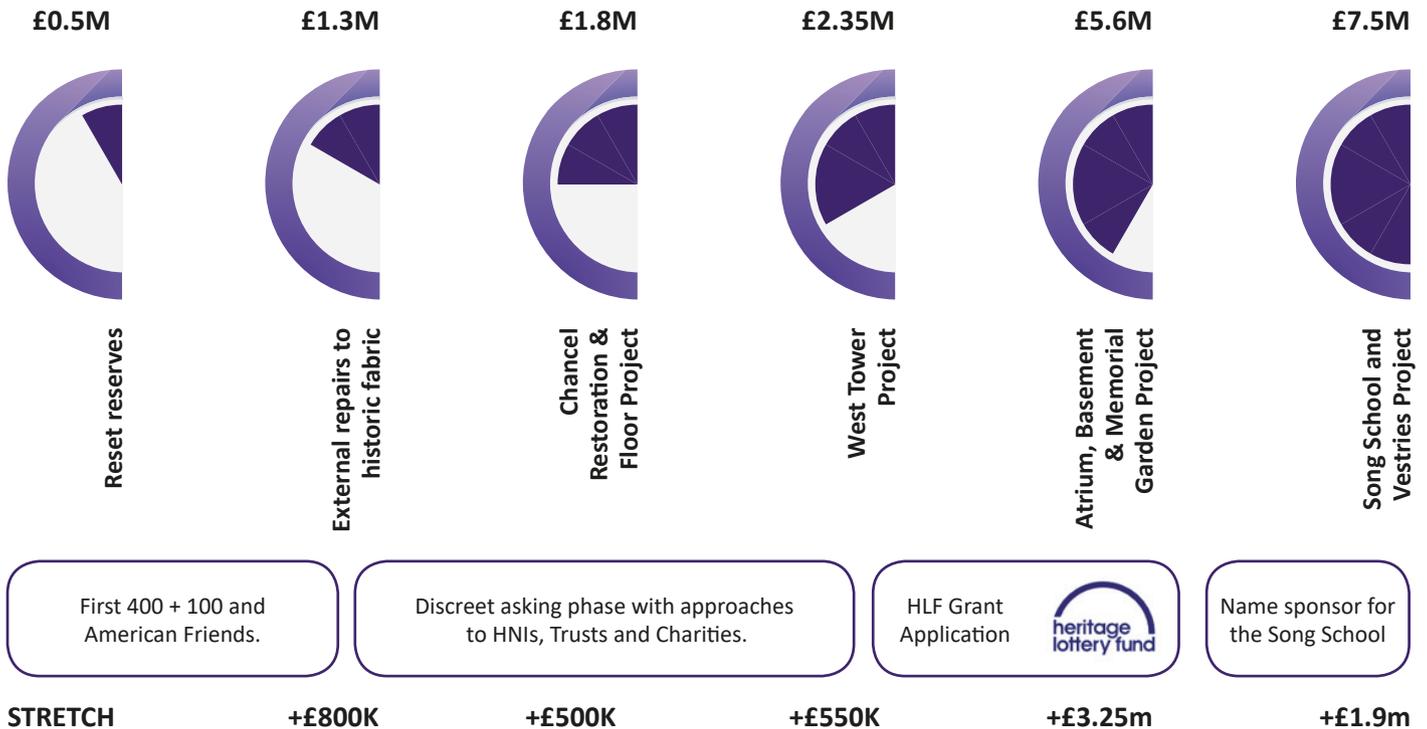
NAMING OPPORTUNITIES

For those who wish to give an exceptional donation and to have their name associated with a prominent part of the programme, the following naming opportunities exist:

- The [name] Atrium:
the new-build glass annex to the South side of the church £1M
- The [name] Song School:
the purpose-built space for the music programme
in the North East Corner £500k
- The Chancel [restored in 2019 by [name]]:
the sanctuary area within the church East of the Screen £500k
- The [name] Columbarium:
an extended space for interment of ashes
adjacent to the Memorial Garden £250k
- The [name] Memorial Garden:
a quiet Memorial Garden at the East end of the Atrium £250k
- The [name] Our Lady of Sorrows Icon:
a new devotional piece of art in the church as a
focus for the Intergenerational Bereavement Programme £150k
- The church was relit in 2019 by [name]:
internal relighting of the historic building £75k
- The outside of the church was lit in 2019 by [name]:
external lighting of the historic building £75k
- The [name] Friends Room:
a dedicated meeting room in the Tower for
friends and supporters £250k
- The [name] Room in the Undercroft:
the new-build space under the new Atrium
– meeting space for Social Impact Projects (2 rooms, each) £150k
- The Church was made accessible to all users
thanks to a generous donation by [name]:
ramps, rails, lifts, general equality of access for all users £100k
- The new WC Facilities were made possible
thanks to a generous donation by [name]: £100k
- The St Paul's Gate onto Wilton Place
was restored in 2019 by [name]: £100k
- The Tower Clock Restoration was completed
in 2019 thanks to [name], [name], [name] and
[name] (4 donors, one for each face) £75k each
- This Window was restored in 2019 thanks to
a donation by / in memory of [name]
(16 individual donors, one for each window) £25k each
- The Forecourt of this Church was repaved in 2019
thanks to a donation by / in memory of [name]
(50 individual donors, one for each flagstone) £5k each

KEY FUNDRAISING TARGETS AND CONSTRUCTION PROJECT TRIGGER POINTS

We have phased the various projects to ensure minimum disruption to the church's day-to-day operation, to take account of dependencies and to achieve time/cost efficiencies.



IF WE WERE NOT TO ACHIEVE OUR TARGETS?

Donations will be applied to the overall scheme in line with the phasing indicated above. In the unlikely event of any target not being reached, resulting in a naming opportunity longer being available, the individual donors affected will be consulted on whether they wish their donation to be applied to another part of the programme or returned.



**WHO WILL
SUPPORT
THIS APPEAL?**

THE FIRST 400: OUR FOUNDATION SPONSORS

Getting to the point of launching the appeal has taken a huge amount of work and a great leap of faith. Members of our local Belgravia community and members of the St Paul's 'diaspora' for whom it is 'their London church' have – over the past ten years – stood behind our steady development through the work of the Foundation Carol Service, raising over £500k for St Paul's.

Led by Joel Cadbury, Alexander and Hannah Armstrong, Sahar Faber, James Wilcox and Louis Buckworth, the Foundation Carol Service Team is now setting its sights on creating the lead group of 400 'Foundation Supporters' who will each give £2,500 generating the first £1M+ of the appeal's target. In recognition of their past support and present commitment, our Foundation Sponsors will have their names engraved and recorded in the Atrium of the new development, along with the Key Supporters who will give in excess of £250,000.

A large, stylized number '400' in a vibrant green color, rendered in a thick, hand-drawn font style. The '4' is on the left, followed by two '0's. The number is centered horizontally in the upper right quadrant of the page.

IN RECOGNITION OF THEIR PAST SUPPORT AND PRESENT COMMITMENT, OUR FOUNDATION SPONSORS WILL HAVE THEIR NAMES ENGRAVED AND RECORDED IN THE ATRIUM OF THE NEW DEVELOPMENT, ALONG WITH THE KEY SUPPORTERS WHO WILL GIVE IN EXCESS OF £250,000.

FUNDING
A RENEWED
PURPOSE

THE AMERICAN FRIENDS



In February 2019 we launch our American Friends of St Paul's Knightsbridge with a dinner in Washington DC.

The American Friends is a 501C3 entity which will enable our American friends to give tax-efficiently.

HERITAGE LOTTERY AND OTHER TRUSTS & FOUNDATIONS

The Heritage Lottery Fund has a variety of funding programmes aimed at preserving heritage for the community and increasing access. HLF Heritage grants can range between £100,000 and £5,000,000.

A bid to HLF will sit alongside approaches to many other local and national trusts and foundations, some of which have as their focus the historic built environment, others of which are passionate about community development social care provision.

HIGH NET-WORTH INDIVIDUALS & FAMILY TRUSTS

St Paul's is set in the heart of one of London's most affluent areas in which many of the world's most wealthy people live. Many have an existing link with St Paul's while others want to use at least part of the wealth they enjoy for public benefit and the common good.

Our fundraising will involve many discreet approaches to HNIs to find ways in which they can invest in the built- and social-fabric of the local area, in the future of social impact work and can leave a lasting legacy in SW1.

LOCAL BUSINESSES & CORPORATE SOCIAL RESPONSIBILITY

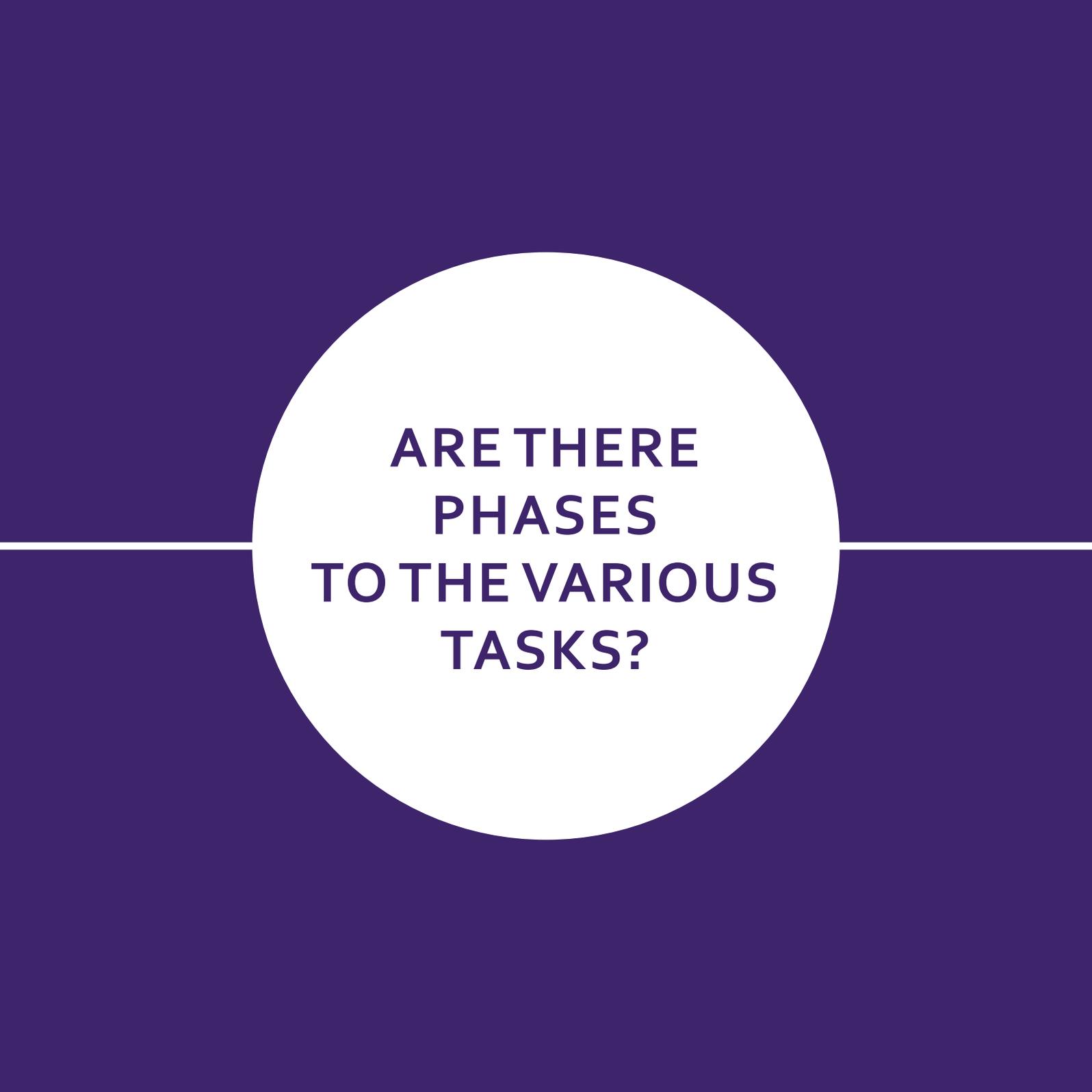
In addition to wealthy individuals living in the area, Belgravia is the home of many successful businesses, some of them in the finance, banking and fund management world, others in luxury brands, top-end hospitality, construction and property development.

Our fundraising campaign will include appeals to them to see local investment in this project as an expression of corporate social responsibility, not least to allow local companies to invest in the locality and to be associated with local social transformation.

THE ST PAUL'S DIASPORA

For most of its 175 years, St Paul's has been a society church. Many of those who traditionally lived within the parish in Belgravia have moved away, back to country homes – leaving houses and flats in the parish to be bought by overseas owners, many of whom are only here for part of the year. However, St Paul's remains 'the London church' for many families, and each year we have a succession of weddings, baptisms and memorial services for families associated with the place.

Our fundraising appeal will be making a systematic approach to those for whom we are their London church, asking for their support – to ensure that the place continues to thrive for their children's children.



**ARE THERE
PHASES
TO THE VARIOUS
TASKS?**

THE PHASES OF FUNDRAISING

① THE QUIET PHASE

The Quiet Phase comprises of the planning, leadership and a large proportion of the asking phase of the campaign.

During this time, leadership gifts are secured and major donor work is undertaken using the face-to-face asking methodology. Key statutory bodies, trusts and foundations will also be approached. It is critical that this important work is undertaken before the Campaign is launched publicly if the total is to be achieved.

The First 400

The launch of The First 400 in July 2018 will kickstart the Quiet Phase of the Campaign. The plan is to secure the first £1m by encouraging 400 people to each give £2,500. The First 400 is the brainchild of, and is being driven by, Joel Cadbury, James Wilcox, Sahar Faber and Alexander Armstrong, with the potential for others to also take on a leadership role, utilising the same methodology adopted during the Quiet Phase.

② PUBLIC ASKING PHASE

The Public Asking Phase will begin with the formal launch of the Campaign, once a 'success factor' of at least £4 million in gifts and pledges has been achieved during the Quiet Phase.

Following the launch, towards the end of the Asking Phase, lower level community fundraising will be launched, engaging local community groups and individuals to help secure the remaining funds required.



**WHO IS
ON THE TEAM?**

WHO'S WHO

THE CAMPAIGN PROJECT TEAM



Brigadier James Ellery - Chairman of the Appeal

A former British Army Officer, Brigadier Ellery has extensive experience in International Affairs. He was appointed CBE for his leadership of the new United Nations Mission in the Democratic Republic of Congo. Before joining the Board of Aegis, he served as a senior adviser to the Coalition Provisional Authority in Iraq and latterly he established and ran the 700-strong security framework operation in support of the US Government in Iraq. He is a committed regular worshipper at St Paul's Knightsbridge.



John Tweddle - Chairman of the Development Project

John Tweddle has over 40 years' experience in the property industry and has spent his working life at Bidwells where he continues to serve as Partner and Head of Fund Management focussing mainly on the property portfolios of Cambridge college. He has served as churchwarden of St Paul's Knightsbridge for ten years, recently relinquishing that post to chair the capital development project.



John Sunderland - Chairman of the St Paul's Knightsbridge Foundation

John Sunderland spent 21 years in investment and wholesale banking, including ANZ Investment Bank where he was chief executive, in charge of integrating its global investment banking activities. Prior to that, he undertook a number of senior executive roles at Barclays Bank including Chief Executive Officer of the Merchant Banking Division in Asia and Co-Head of Investment Banking activities in the USA. A Cambridge University graduate, John is now enjoying retirement, his granddaughter and his true first love, music.



Joel Cadbury – Chairman of The Foundation Carol Service Committee and The First 400 Programme

Joel is an Entrepreneur and Philanthropist who is the Chairman of Longshot. Along with his business partner Ollie, they have created everything from London's first 24-hour restaurant, Vingt-Quatre to the Third Space Health Club and most recently Beaverbrook. He lives close to St Paul's and has a long family association with it, involving Weddings, Memorial Services and Christenings. He works with Sahar Faber and Xander Armstrong to lead the annual St Paul's Knightsbridge Foundation Carol Service, which over the past 10 years has raised more than £0.5M for St Paul's. He has also served on the boards of a number of Charities including the Royal Parks Foundation, until recently as its Chairman.



Anne Hayward - Head of fundraising

Anne Hayward has over 25 years of fundraising within the voluntary sector and has extensive experience at a senior level working with some big household names as well as some smaller charities. Her main area of expertise is major gift fundraising, leading on major fundraising appeals – having secured many six-figure and multi-million pound donations. As Director of Anne Hayward Ltd, she has worked with a diverse range of charities providing consultancy and interim management. She prides herself on being confident and competent working at a strategic level coupled with hands-on fundraising.

WHO'S WHO

CAMPAIGN LEAD AMBASSADORS



Sahar Faber – Ambassador for the First 400

Sahar is a UK entrepreneur best known as the co-founder of the coffee chain Coffee Republic and confectionery brand Skinny Candy. She was appointed Officer of the Order of the British Empire (OBE) in the 2012 Queen's Birthday Honours for services to the UK economy and to charity. She is a supporter of The Prince's Trust, sits on the NSPCC Corporate Development Board and is a Patron of Child Bereavement UK.



James Wilcox – Ambassador for the First 400

James joined Floreat in 2011 to lead the private client business which oversees the private client services and wealth management for its clients. He is one of three managing partners and a shareholder in the group. A lawyer and a financier, he brings over 30 years' experience and offers a unique set of skills to meet the complex needs of private sector clients. He has spent his career advising UHNW families and individuals, sovereign funds and government bodies. James is a member of the Development Council for the Woolf Institute at Cambridge University and a trustee of Children and the Arts. He was formerly a trustee of St Paul's Cathedral and chairman of the development board.



Alexander Armstrong – Ambassador for the First 400

An English comedian, actor, television presenter and bass baritone singer, Alexander Armstrong has a life-long connection with St Paul's Knightsbridge: he sang in the church choir in his youth and was married to Hannah at St Paul's in 2003. Alexander is patron of several charities, including Family Links, the Charlie Waller Memorial Trust and Just A Drop.



Dianne Alfandre Bruce – Chair, American Friends of St Paul's

Dianne divides her time between home in Washington DC and her London home in Wilton Crescent, a short walk from St Paul's Church. Dianne has served on the Parochial Church Council of St Paul's and now chairs the American Friends of St Paul's, a 501c3 charitable entity. Dianne heads the work of the American Friends of St Paul's in the USA and co-ordinates fundraising work on the other side of the Atlantic.

WHO'S WHO

CHURCH LEADERSHIP TEAM



Fr Alan Gyle – Vicar of St Paul's Knightsbridge & Chairman of the Council

Fr Alan is the twelfth vicar of St Paul's Knightsbridge. A Scotsman by birth, he studied music in Scotland, later reading theology at Oxford. He was ordained in St Paul's Cathedral in London and before coming to Knightsbridge served variously in Acton Green as a curate, at St George's Chapel Windsor as a Minor Canon, and at Imperial College and the Royal College of Art as Chaplain. He is a Priest Vicar of Westminster Abbey, an FRSA and an experienced coach and organisational consultant.



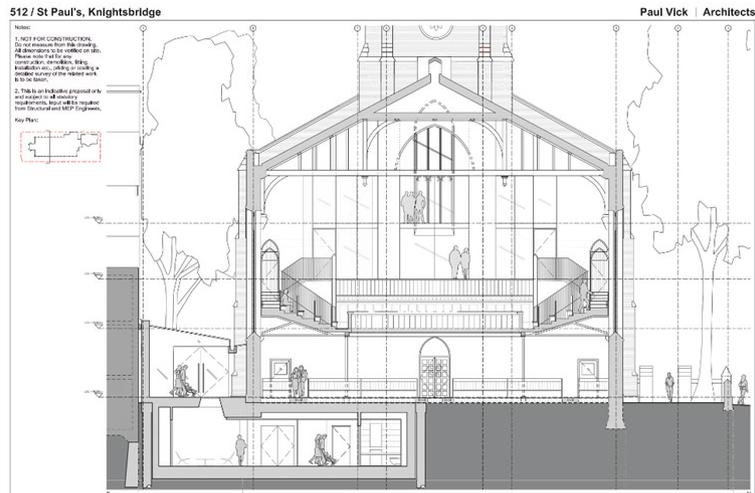
Lorna Gradden – Churchwarden & Lay Vice Chair of the Council

Lorna is co-owner and Operations Director of Com Laude. She previously co-founded Net Searchers after the sale of which she joined VeriSign DBMS in 2003 as head of client management for EMEA. Lorna has been worshipping at St Paul's for over ten years. As senior churchwarden Lorna is also the lay vice chair of the Parochial Church Council.



Robert Clouston – Churchwarden

Robert is a contractor in banking IT. A graduate of Trinity College, Oxford, he has travelled extensively living in countries as diverse as Spain, Russia, Mexico and India. He has worshipped at St Paul's Knightsbridge for seven years and is a churchwarden





ST PAUL'S KNIGHTSBRIDGE
LONDON

Fisher 2015

**St Paul's Knightsbridge,
Wilton Place, London SW1X 8SH
Tel: 020 7201 9999
Email: campaign@spkb.org**