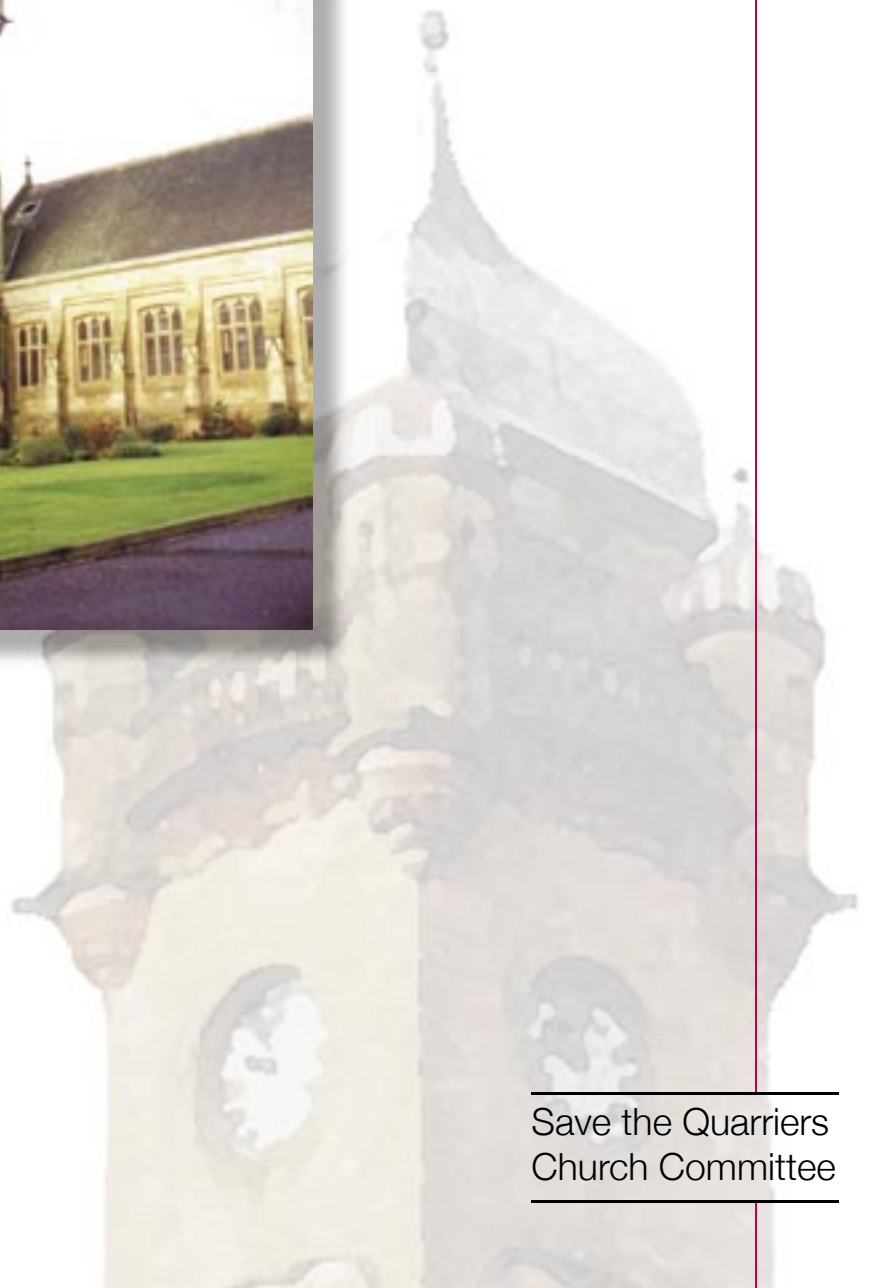


# save the “childrens’ cathedral”

## QUARRIERS VILLAGE BUSINESS PLAN



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Save the Quarriers  
Church Committee

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# Save The Quarriers Church Committee

Cottage 8  
Faith Avenue  
Quarriers Village  
PA11 3SX  
Savethechurch@fensom.co.uk  
01505 614780

## Campaign Committee Summary

### Mission

To preserve Mount Zion Church in Quarriers Village (i) as a place of worship, and (ii) its heritage and use for the enjoyment of the public.

### Objective

The objective of this committee is to establish viable proposals with which to achieve the mission.

## Initial Progress

Within the one month time span available to our members the following has occurred:

1. The generation of local and international interest and support.
2. A petition is in circulation and this has been very well subscribed and continues to be subscribed to.
3. A positive detailed report from an independent Chartered Structural Engineer – Woolgar Hunter has been received.

*“The building structure is in relatively good condition for its age and type. The items requiring attention can be considered to be of a maintenance nature rather than significant structural defects”.*

4. Historic Scotland has listed the building category B for its historical and architectural interest, both externally, internally including graveyard and boundary walls.
5. Contact made with National Organisations regarding possible funding and support.
6. The initiation of dialogue with Quarriers representatives.

## Proposals Summary

### Re: the ownership the Church.

- 1) The Church is gifted to Historic Scotland which then assumes responsibility for maintenance. This arrangement would provide that if the Church was sold on then the proceeds of the sale would be due to Quarriers (the charity).
- 2) The Church is sold for a nominal sum to a "Trust" which is established solely for the purpose of securing the mission. The office bearers of the Trust would be selected/nominated from Quarriers, the congregation of the Church, local community and any other relevant body (e.g. lender/donor).

As part of the arrangement, if at the end of a set period (say three years) the "Trust" was unsuccessful in fulfilling the mission then the "Trust" would be obliged to re-convey the Church to Quarriers for nil consideration.

- 3) Quarriers retain ownership of the Church but delegates responsibility for the fulfilment of the mission to a sub-committee consisting of representatives of Quarriers and members of the congregation and local community.
- 4) Quarriers retain ownership of the Church and actively market the Church for the purpose of the mission.

### Re: Revenue from the Church

To market the Church more positively:

- a) as a venue for weddings considering the unique beauty and tranquillity of the village.
- b) as an excellent location for concerts and recitals considering the very good acoustic quality of the church.
- c) as a meeting place/conference venue subject to relatively minor alterations being completed.
- d) as a community meeting place for use by villagers and local groups.
- e) part use only of the Church as a heritage centre to display and publicise the work of William Quarrier.
- f) as a location for the many films and tv productions currently being made in Scotland.

Re: Advantages of this approach

- a) Quarriers is relieved from responsibility for maintenance and up-keep of the Church and/or such responsibility is shared with other parties.
- b) Quarriers preserves the religious integrity and traditions of the charity.
- c) the Church becomes a financial asset rather than a burden.
- d) positive publicity and therefore potential financial gain to Quarriers.
- e) Quarriers seen as a provider of opportunities to local businesses.
- f) the Church remains accessible to the public.
- g) restoration of faith in Quarriers by the former Girls and Boys Association and the Church congregation.
- h) engendering a better relationship between Quarriers and the local community.

# Weddings

## Introduction

Last year 29,621 marriage ceremonies were conducted in Scotland. Of that, 24,933<sup>1</sup> were ceremonies which could have been conducted at Mount Zion Church, i.e. were Christian or civil ceremonies.

While there is a great range of choice of wedding venues in Scotland, there is no church and village setting as unique in character and as rich in its history, heritage and ethos. It's estimated there are only 20 or 30 locations in Scotland with a unique selling point to rival that of Quarriers, and demand is high and growing in this section of the market.

## The Market

The wedding market can be split into three target audiences and Mount Zion and Quarriers would be ideally suited for all three groups.

- The local market
- The travel market  
*It is recognised that most brides in Scotland are willing to travel up to 1 ½ to 2 hours from home for their ceremony and reception<sup>2</sup>. This suggests that the vast majority of the population of the central belt of Scotland would be potential customers.*
- The international market  
*The potential to tap into the European, Commonwealth and North American market is vast. Figures show a percentage increase in the number of weddings conducted in Scotland for non-UK domiciled parties<sup>3</sup>.*

The US and Canadian market is particularly buoyant following recent celebrity weddings such as that of Madonna. In this category Mount Zion also has a unique potential customer base especially in Canada through the Former Boys and Girls Association. Many couples seeking the ideal location for their wedding celebrations like to have a personal connection with the venue and Quarriers has a special place in the hearts and minds of the descendants of children who grew up in the village.

## Strategy and Implementation Plan

### Competitive edge

In choosing a venue for their wedding, most couples rate the setting as a primary factor in their decision. Mount Zion Church, Quarriers Village is uniquely desirable because:

- its rural location in rolling countryside;
- the character of the architecture of both the church itself and the village as a whole; and
- its unique place in Scotland's social history and the ethos which remains in the village today.

While the church is situated in a rural location, a full range of services – from flowers and kilt hire, to catering and photography – are available locally or can be sourced in the local villages of Kilmacolm or Bridge of Weir<sup>4</sup> and Glasgow, which is only 20 minutes drive away. This allows the couple the opportunity to tailor their wedding package to suit their individual style and budget.

### Sales strategy

Under our proposals, Mount Zion Church would have its own website. Links would be established to the websites of Quarriers, the Former Boys and Girls Association, and wedding-related businesses. There has been a huge rise in the use of the internet for wedding planning, especially by the international market and it is our intention to use the net as an extremely cost-effective marketing tool.

The cost of design and publication of a website is negligible, around £200 plus VAT. The cost of design & publication can be recouped via a local government grant.<sup>5</sup> Registration with search engines will cost as little as £5.<sup>6</sup>

The church could also be marketed through other agencies such as:

- Historic Scotland (the church is a B-listed building);
- the Scottish Wedding Directory (a bi-annual publication with a circulation of 20,000 which has a highly effective online gazetteer of venues); and
- Wedding fayres & publications throughout Scotland.

A small capital outlay would be required, but which would prove substantially cost-effective. Registration with a wedding service provider would cost in the region of £55 plus VAT per year. Advertising in the Scottish Wedding Directory costs between £600 and £1,000 per year, which also includes an entry on their website. Small business grants would be available for this work.

## Management

To run the church as a wedding venue, the project needs a point of contact to co-ordinate arrangements.

There are three main options available to manage the church as a wedding venue.

- A management committee could be formed to delegate the tasks accordingly. This committee could comprise a representative from Quarriers, the congregation and local residents within the village.
- Quarriers could assign the tasks to staff already in post or appoint a part-time fund-raiser to focus on events within the village.
- Agreement could be reached with an external party e.g. professional wedding co-ordinators to take the church and/or village on as one of the venues they promote.

As detailed below, a management fee is chargeable for this service.

## Projected Income

The table below is indicative of the income to be generated by one wedding alone.

Service	Cost
Provision of the Church	£350.00
Management	£100.00
Minister	£120.00
Bells	£100.00
Organist	£50.00
Choir	£100.00
Piper	£100.00
<b>Total</b>	<b>£920.00</b>

At the moment there are on average 8 weddings per year which would generate £ 7,360. The enhanced marketing of the Church could see the number of weddings dramatically increase.

This calculation is assuming one hire of the Church is achieved per week in the first year of trading.

### Year 1

Hire charges (£450 x 52 weeks)	£23,400.00
<i>LESS</i>	
Manager salary	£5,200.00
Heating & lighting (£38 per wedding)	£1,976.00
	£7,176.00
	<b>£16,224.00</b>

In conjunction with local businesses, the Church could earn additional income by a 'commission' or referral fee for the additional sundry services associated with the wedding, such as:

- Cars and transportation
- Photography and video direction
- Flowers
- Kilt hire
- Honeymoon suite/B & B accommodation

## Meeting & Conferencing Facilities

### The Market

The increased globalisation of the business world means that more and more business is being done across the country (and globe) rather than in the same city.

Given the advance of cheap (budget) travel industry, businesses are now more prepared to travel to customers across the country to meet and do business. The result of this is that there is a large demand for accessible conferencing facilities.

## Strategy & Implementation Plan

### Competitive Edge

Set in a rural location with extensive parking, the setting is conducive to a productive and useful meeting. The village is a highly impressive location, which is hugely marketable to the corporate/business world. The rural peaceful setting are marketable as a 'get-away' place for meetings and conferences.

Mount Zion Church and Quarriers Village are centrally located to the main Airports in the Country – Glasgow and Prestwick. There are good rail and motorway links from the village to both the airports and the city centre.

### Sales Strategy

The Church will have its own web-site. Links would be established from the web sites of Quarriers, the Former Boys & Girls Association and other conferencing facilities/event organisers. The internet is now the biggest and most widely used research facility in the world. Once established, the maintenance cost of a web-site are negligible.

Links would also be made with the Glasgow Tourist Board, Glasgow City Council, Glasgow Chamber of Commerce and Scottish Enterprise.

## Projected Income

This is a projection of the likely income for the hire of the church as a conference facility. These figures are per hire.

Service	Charge per day	Charge per ½ day	Charge per delegate*
Mount Zion Church	£200.00	£100.00	£21.00
Meeting Room	£75.00	£35.00	£10.00
Commissionaire/ Attendee (per hour)	£7.00	£7.00	£7.00
Refreshments	£2 per delegate	£1 per delegate	Not applicable

\* A charge per delegate is an inclusive fee incorporating freshments

Audio visual equipment is included in these prices. These can be hired separately for a fee of around £150 per day but the equipment can be purchased for around £1500. Purchase of the equipment would be more cost-effective in the long term.

This calculation is assuming one all day hire of the Church is achieved per week in the first year of trading.

### Year 1

Hire charges (£200 x 52 weeks)		£10,400.00
LESS		
Cost of audio visual equipment	£1,500.00	
Lighting and heating (£75 per day)	£3,900.00	
Apportioned marketing costs	£200.00	
	£5,600.00	
		<b>£4,800.00</b>

### Year 2

Hire charges (£200 x 52 weeks)*		£10,400.00
LESS		
Lighting and heating (£75 per day)	£3,900.00	
Updated marketing costs	£100.00	
	£4,000.00	
		<b>£6,400.00</b>

\*This provides for no inflationary increase in hire charges.

From these projections, the annual maintenance cost for the Church would be more than covered by hire charges on the meeting and conference facilities alone.

(Footnotes)

<sup>1</sup> General Register Office for Scotland 2001 Annual Report.

<sup>2</sup> Scottish Wedding Directory spokes-person.

<sup>3</sup> General Register Office for Scotland 2000 & 2001 Annual Report.

<sup>4</sup> Kilt, flowers, cars & photograph hire are all available in Bridge of Weir.

<sup>5</sup> Up to 40% of the cost can be recouped via government grants.

<sup>6</sup> Google Adwords campaign.

## APPENDIX A



BUCKINGHAM PALACE

9th October, 2002.

*Dear Mr Fensom,*

Thank you very much for your letter dated 1st October addressed to The Princess Royal, concerning Mount Zion Church in Renfrewshire.

Her Royal Highness was very interested to read your letter and to learn that this special Village community is being threatened by current developments. However, as a member of The Royal Family, The Princess Royal can not become involved in individual cases such as yours. But Her Royal Highness has asked me to pass on to you and your community her best wishes for your future work in preserving your special Village.

Thank you again for writing and I am sorry to send what I know will be a disappointing reply.

*Yours sincerely  
Sarah Gee*

Mrs. Philip Gee,  
Assistant Private Secretary to  
HRH The Princess Royal.

Terry Fensom, Esq.



**ST. JAMES'S PALACE  
LONDON SW1A 1BS**

From: The Office of HRH The Prince of Wales

22nd October, 2002

Dear Mr. Fensom,

The Duke of Rothesay has asked me to thank you for your letter of 1st October in connection with Mount Zion Church in Quarriers Village, Renfrewshire.

His Royal Highness is grateful to you for taking the trouble to write to him about the proposed redevelopment of the Church and very much recognises the strength of your feelings about this matter. His Royal Highness remembers his visit to the village with special affection but regrets that he is unable to become personally involved. His Royal Highness hopes that the custodians do have the best interest of the village at heart and that this dispute will soon be resolved.

I am sorry to send you this disappointing reply. Nevertheless, His Royal Highness has asked me to send you his best wishes and trusts that you understand.

Yours sincerely,

Mrs. Claudia Holloway

Mr. Terry Fensom



**Jim Sheridan M.P.**  
West Renfrewshire

XX  
XX  
XX

Tel: 01475 791826 Fax: 01475 791829

**Please note our new Constituency Office address:**

**21 John Wood Street  
Port Glasgow  
PA14 5HU**

Telephone numbers remain unchanged

Mr Ernie Cracknell  
5 Craigends Avenue  
Quarriers Village  
Bridge of Weir  
PA11 3SQ

Ref: MC/JS/282

October 14<sup>th</sup> 2002.

Dear Ernie

**MOUNT ZION CHURCH, QUARRIERS VILLAGE.**

Firstly, may I thank you for your visit to my surgery on Friday last; it was enlightening to hear of the efforts of the village community to retain the church as a central spot for worship and community activities in the village.

Buildings such as the Mount Zion Church are part of our heritage and as such should be preserved in as near original condition as possible. Quarriers Village has worldwide recognition due to its work with children spanning more than a century and I am certain that Mount Zion Church has played a major role in that recognition.

I am disappointed to hear that the management of Quarriers are considering removing this important asset from the village community and I would offer my support to any alternative proposals that would ensure the retention of this important building as a community asset.

Yours Sincerely,

Jim Sheridan M.P.  
*Member of Parliament for West Renfrewshire*

**WORKING FOR WEST RENFREWSHIRE**

## APPENDIX A Cont.

### Excerpts from letters received

I was very surprised, to say the least, and thought that the church was always a landmark and symbol for Quarriers, and would be horrified should it turn into a block of flats – I would also hope that whatever Historic Heritage organisation there is in Scotland these days wouldn't allow something like this to happen. I would like to send a donation – who do I send it to ?

*Sheila Wade, Kalamunda, W Australia*

I strongly object to this plan. Quarriers Village is a unique place, there is nothing like it anywhere else in Scotland and the church is the most important building of all. It is the heart of the village and all of us former boys and girls wherever we may be in the world, all remember the church with great affection. It is the only place we have left to go and sit in quiet reflection and remember our time spent there as children.

*Catherine English, Hockley, Essex*

Is this what we call "Faith in a Materialistic Age". May I suggest help on the financial side could be obtained by increasing the membership fee for us old boys and girls. I as a pensioner on widows mite would be only too happy to contribute towards the upkeep through this increase in membership fees.

*J Dalbeith, Weston-super-Mare, Avon*

I could not believe what I was reading. Flats in place of our beautiful church what a disgusting idea and sacrilege to the memory of William Quarrier and all he stood for. I understand sentiment does not come into it as everyone is looking for money etc. BUT surely in life some things precious must be allowed to remain as they were, I sincerely hope the committee are successful in their venture. I myself will send extra when renewing my subscription for the Church Fund.

*Agnes Gerrard, Edzell*

I am willing to help and support the committee, I have had many years working with Quarrier's Respite Care Services. The church has to stay as an integral part of the village and for those who live in it.

*Agnes Smith, Quarrier's Village*

I was very disturbed to learn of the proposal to turn Mount Zion Church into flats. I hope the Committee will remember William Quarrier in their deliberations – he certainly would not want to see the Church used for anything but a place of worship.

*Helen Kilpatrick, Ontario, Canada*

We were absolutely stunned to hear your news about Mount Zion Church. It is impossible to imagine anyone wanting to convert this magnificent church into 14 flats. Since this church was built it has stood as a symbol of the spirituality running like a thread through everything that Quarriers has represented. Whatever can be done to retain Mount Zion's integrity as the spiritual heart of the village must be done and we know that the former boys and girls will join with the villagers in exerting all their efforts to secure that end. This short letter is just to let you know that we are wholeheartedly behind whatever actions you take singularly or severally to reverse this extraordinary proposal.

*Dick & Diana Hillman, Soham, Cambs*

Quarriers do seem to be in a hurry over this, which is usually a bad sign. Therefore I am fully in agreement with the formation of a committee.

*Graham Pottinger, Quarriers Village*

I felt very compelled to write to you in form of a far and distant protest being firmly against the proposal of the transformation of the church to apartments. What a disrespectful act not only to William Quarrier but also to all the children who were brought up in the Orphanage itself and spent many an hour in the church.

I do wish you all the very best for future meetings etc and please put my name along with my fathers on any petition you may have, Then give it to the fool with this big idea of his, tell him from me to place it where the sun will never shine and leave William Quarrier, the church and all the cherished memories well alone.

*Nicola Carnegie, Timaru, New Zealand*

As a daughter of a former girl resident I understand the importance and memories this church holds for everyone, with all the construction work that has gone on around the church already it would desecrate the heart of the village.

*Laurine Shirreffs, Fareham, Hampshire*

Having been born and brought up in Scotland, I am very aware of the wonderful work done by Quarriers Homes for the children of Scotland. So I am registering my protest and concern at this proposed desecration of the "Heart of the Village".

*Jean Reid, Ely, Cambs*

I am in total agreement that we should endeavour to retain the church for what it was intended for, but feel that we must act fast, since I believe the Quarrier's Board of Directors have already decided on it's fate.

*Mario Rossi, Quarriers Village*

The following 22 names are people who are strongly opposed to the Quarrier's Home Church being converted into flats. We all have history attached to Quarriers and feel that the church is the corner stone of the village. Why don't you convert the Sommerville Weir Hall into flats and transfer the hall functions to the church.

*Margaret Brodie, BC, Canada*

Please keep the body of the church. Our church is not just a building it is where thousands of Quarriers children have worshiped and still think of it with reverence and love. Please do not wipe it out. I know that life today seems to be all about money don't let us forget that there is a deeper meaning to life also, and Quarriers was always a good example.

If the church elapses it will be a tragic death. When I learn that the body of the church will remain I will send you a fairly substantial donation towards it and something annually and hope to remember you in my will.

*Millie Jordan, Markfield, Leicestershire*

We must fully exhaust all possible avenues to raise the necessary funds for this most important building. I can only accept one proposal for our church. Fight to save the heart of our village.

*Fred Fifer, Irvine, Ayrshire*

Also give thanks to residents who have come forward to form a committee. It is with regret that I cannot take part, but I look forward to the outcome.

*Kay Miller, Quarrier's Village*

Needless to say I was shocked to hear this news; Mount Zion Church holds very special memories for many Quarriers boys and girls. The villagers and former boys and girls have only been given one month's notice of this intended conversion, and bearing in mind it must have been in the planning for many months, it seems that someone wants to give little or no time for anyone to raise objections. My fear is that this development will be the thin end of the wedge, and that even more houses will be built at Quarriers.

*Martha Nixon, Kyle of Lochalsh*

## APPENDIX B

### Interested National Organisations

These organisations are keen to help with funding and setting up a trust. Apart from those where it is mentioned they have not been approached by Quarriers Management.

#### Scottish Building Preservation Trust

Once listed they want to get involved and apply for any funding for the project. Wished to be kept informed and very supportive of our aims.

#### Scottish Redundant Churches Trust

Phil Robinson (Quarriers) contacted Professor Frank Walker last year and a visual survey of the property was carried out. When our committee spoke to them – keen to advise us on setting up a trust but not interested in taking the building on themselves.

#### Historic Scotland

Have been very helpful and reacted quickly to give the building a category B listing for historical and architectural interest. They are very keen to help protect Mount Zion Church's unique features.

#### National Heritage Lottery Fund

In addition to other grants available they have a new specific project run in conjunction with Historic Scotland – "Repair Grants for Places of Worship in Scotland 2002 to 2005" which is for the sole purpose of offering grants for repairs to the fabric of the building. We have the application form (see Appendix C) and are registering our interest verbally until we know which direction Quarriers want to take.

#### The Architectural Heritage Fund/ Architectural Heritage Scotland

Interested in getting involved regarding the building if a trust were to be set up for the church.

#### The National Trust for Scotland

Have expressed sympathy but at present have to give priority to cases which directly affect the Trust's properties. Given us useful information regarding the planning phase.

#### The Scottish Civic Trust

Have visited the church in the last month and were amazed that the building was not previously listed. They were most impressed with the interior glasswork and woodwork and singing the praises of the building interior and exterior and were reporting back to say that the saving of this building from the developers was of the utmost importance.

#### The Scottish Museums Council

Emma Hook at Ann Brown (Quarriers) request visited last December. Conclusion was that the church would not be suitable for museum chiefly it seems due to maintenance costs. However she did state she is not a "building surveyor". Looked at other locations as well.

#### Inverclyde District Council Planning Department

The ten year plan is at present being upgraded and will be a consultative document. Member of committee attended the office to look at the future plans and pick up brochures regarding conservation areas.

#### The Society for the Protection of Ancient Buildings (SPAB)

Very keen to help and be kept informed. They will be writing to the relevant authorities.

#### Church Buildings Renewal Trust

Interested but purely advisory body. Able to give us the name of the law firm most commonly used to set up trusts.

The list is not exhausted but these are the larger bodies keen to help.

## APPENDIX C

### Fundraising

Heritage Lottery Fund - Repair Grants For Places of Worship in Scotland 2002 to 2005 (£10,000 to £200,000)

Very positive response for possible funding just for repairs to church  
See eligibility chart over.

Heritage Lottery Fund – General Grant (£5,000 to £50,000)

For other sources of grants:

- The Directory of Grant-Making Trusts, published by the Directory of Social Change in association with the Charities Aid Foundation
- Funds for Historic Buildings: A Directory of sources, published by the Architectural Heritage Fund
- Fundraising for your Church Building, published by the Council for the Care of Churches (aimed at Church of England but it has useful information which applies widely)
- A Directory of Grants for Places of Worship in Scotland, published by the Scottish Civic Trust

#### Personal pledges for donations

At this early stage and without any instigation we have received numerous personal pledges for annual donations and promises for bequests.

Many also have already volunteered to help with fundraising in any way they can.

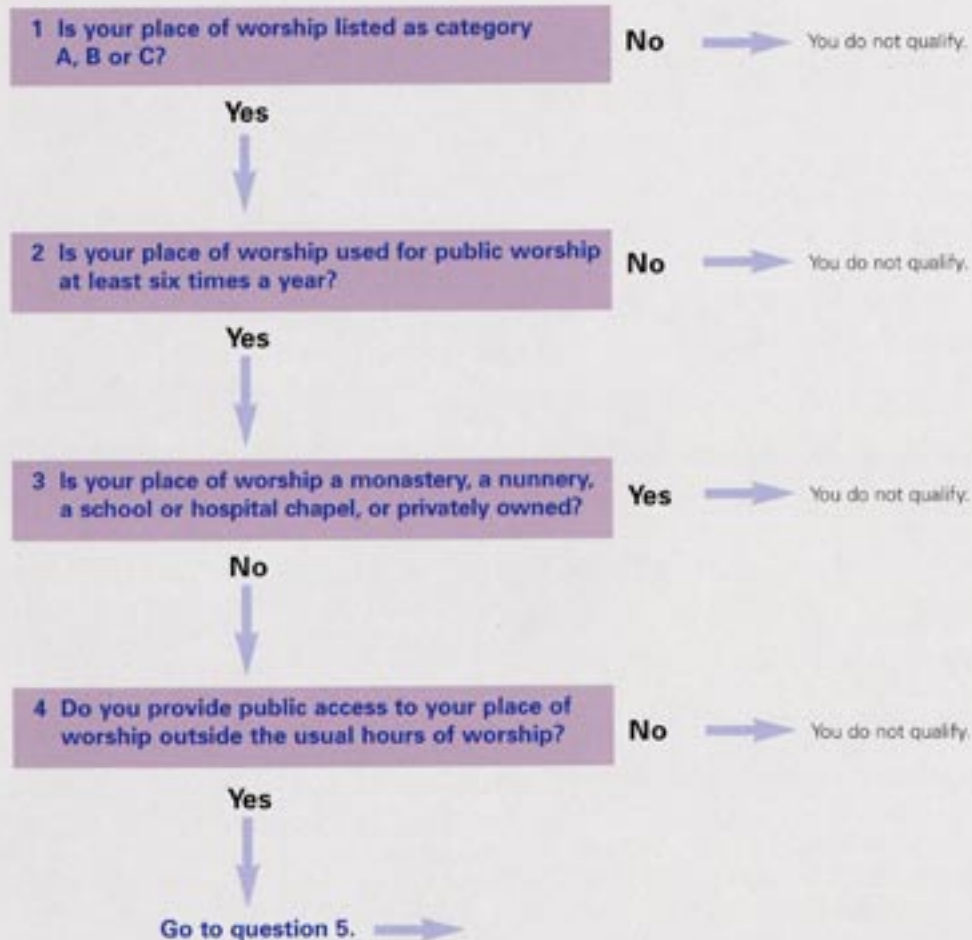
## REPAIR GRANTS

Are you eligible?

### Repair Grants for Places of Worship in Scotland 2002 to 2005

#### Are you eligible?

We have designed this flow chart to help you work out whether or not your project is likely to qualify for a repair grant from the Heritage Lottery Fund or Historic Scotland.



## Are you eligible?

**5** Is your project for high-level structural repairs (for example repairing roofs, towers, spires, high-level masonry or the system for getting rid of rainwater, or repairs to the parts of the historic building that are at risk of being damaged beyond repair)?

**No** → You do not qualify.

**Yes**

**6** Has the repair work been identified in a recent condition survey (for example a quinquennial – five-yearly – inspection or other professional report) as being necessary within the next two years?

**No** → You will not qualify unless you provide a copy of a report that confirms how urgent the repair work is.

**Yes**

**7** Can the repairs be carried out under one building contract?

**No** → You will not qualify unless you can show that not more than one contract is necessary for a single phase of repairs.

**Yes**

**8** Is the estimated cost of your project less than £200,000?

**No** → We will only consider you for a grant in exceptional circumstances if you cannot divide the work, and all the repairs are equally urgent.

**Yes**

**9** Is the estimated cost of your project more than £10,000?

**No** → You do not qualify.

**Yes**

**Your project could qualify for a grant and you should fill in the application form.**

If your project does not qualify for this grant, one of our other schemes may be able to help you. Please contact Historic Scotland or the Heritage Lottery Fund for more information.

