



Church Hall Project

'A new hall for all'



The current Church Hall

BUSINESS CASE

Version 1
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INTRODUCTION

‘The Business Case is a management tool in the shape of a written report that evolves over time as the proposal develops. The Business Case summarises and keeps together the results of all the necessary research and analysis needed to support decision-making in a transparent way. In its final written form it becomes the key document of record for the proposal, summarising the objectives, key features of implementation, management and arrangements for evaluation.’

From ‘Managing Capital Projects’, Diocese of Southwark

The Business Case includes Five sections:

1. The Strategic Case: Describes situation, the case for change, the proposal and rationale for the proposal.
2. The Economic Case: Detailed assessment of the economic costs and benefits of the proposal.
3. The Commercial Case: Explores commercial viability in terms of issues such as procurement, contracts, risks and delivery.
4. The Financial Case: Deals with fundraising, affordability, and budgetary planning.
5. The Management Case: Outlines project management, responsibilities and accountability.

For longer descriptions of each section of the Business Case, please see the Diocese of Southwark Document ‘Managing Successful Capital Projects’, which sets out a pathway for significant building projects which the PCC has agreed to follow closely in order to ensure best practice and proper management and oversight.



Clergy, Choir and Servers at the Michaelmas Patronal Festival 2018

I. STRATEGIC CASE

‘The purpose of the strategic case is to make a robust ‘case for change’, having identified and undertaken analysis on a wide range of available options. It should show how the proposal will fit with the Diocesan strategic plan for Mission and Ministry and how it may interact with any other programmes, e.g. the fit with published Church of England policy. The case must clearly state the issue to be resolved and the objectives of undertaking the scheme, which are themselves to be delivered in ‘SMART’ terms (specific, measurable, achievable, relevant, time constrained’. It should describe the vision or the project, why it is being undertaken and the specific needs it will fulfil.’

1. Historic Background and the Current Situation

Why do we need a project?

- a. St Michael’s Church Hall was built in 1922. The land on which it is built belongs to St Michael’s, but as with all such parish land, it is held in trust by the Diocese. Over the last few decades successive clergy and PCC members have pondered an appropriate response to an increasingly problematic building. Inexpensively constructed to begin with, the Hall’s structure and facilities have been renovated and redecorated several times in the course of its lifetime. As part of this, significant sums have been spent as issues have arisen, rather than as part of an overall plan or long-term strategy for mission and ministry.
- b. The issues related to the Hall have become an impediment to the ministry and mission of St Michael’s and to the flourishing of the parish and wider community - and potentially also a missed-opportunity. This is not to say that the current building is not well-used or valued – within the limitations of its current form it is used almost as effectively as possible, and it is an important feature of the life of the local community. However, Church Halls in other parishes demonstrate a great deal of spiritual, financial, social and missional potential which our current building is not achieving. It is part of our calling as a church, and our responsibility as a charity, to make the fullest use of the resources we have been given to the glory of God.
- c. The current situation, therefore, is part of a long story. Over several decades there has been a considerable amount of reflection, prayer, and discussion about the situation. A large amount of energy, resources and time have been spent on the building. All this has generated a great deal of data, opinion and other kinds of information. This has the advantage that we do not come to the present project as to a blank piece of paper. It has the disadvantage that it is sometimes difficult to hold together the complex strands of the story, and to articulate its many aspects in a way that avoids misunderstanding or returning to issues that have been discussed before. Individuals, or groups, who hold some strands, may not be aware of other strands. Strong opinions, changing personnel, and partial information, have sometimes made it difficult to reach consensus opinion in favour of a particular path. It is important therefore to try to see the situation as a whole. Hopefully, this document assists in that aim. Moreover, after considerable work over the last year, the PCC is now, broadly speaking, in consensus about the project we will be pursuing. This document describes this project, and its rationale.
- d. Notwithstanding long-standing concerns, a new urgency arose in 2013 as a result of a structural survey undertaken by Harold James.¹ The report of this survey called into question the structural integrity of the building and raised safety concerns that required an immediate response. These were undertaken, but are, by their nature a short-term and temporary response.² As a result, the gaining of insurance has become particularly problematic and expensive. Further structural surveys were undertaken – some by St

¹ This can be found on ‘Church Hall Project’ section of the website.

² For example, roof trusses were installed to prevent further spreading of the roof, by were by their nature a temporary solution designed to last around 3 years in the first instance.

Michael's, others by third parties. The PCC took note of all the reports, but are required to pay particular attention to those reports it has commissioned and monitored. Professional opinions in all reports varied slightly as to the gravity of the situation, but all surveys described the poor condition of the building and its need for substantial work in the short, medium and long term. The reports provide suitable rationale for a significant project. The assessment of structural issues also caused people to reflect on the facilities of the building (such as bathrooms, kitchen, layout and decoration), which are also in a very poor condition.

- e. Rather than listing all of the structural problems and facilities issues here, please see a summary of the issues, which can be found in **Appendix A**. The issues listed represent information gathered about the building by various different people over a number of years. It itemises a wide range of issues, some serious, others minor, related to the building. Many of these issues, if presented singly, could be dealt with fairly easily. However, it is the *whole picture, and the issues taken together* that are most important. It is worth listing the conclusions of that summary here, because of their significance:
- The *overall condition* of the current building is such that its long-term use is in question and cannot be assured.
 - The PCC continues to carefully monitor the Hall's **safety** and effective functioning, but this becomes increasingly worrying, difficult and expensive to maintain over time. The PCC takes very seriously the safety and wellbeing of all users of the building.
 - A **full renovation** of the building to resolve these issues would likely take between 8 and 12 months or more. The presence of asbestos and other HSE constraints would prohibit the use of the building being used during that period.
 - As a **responsible organisation**, St Michael's is required to take warnings and surveys seriously for the safety of its users. Our reports indicate that it is 'more practicable and cost-effective to demolish the building and replace it with a new structure'.³ This also reflects our sense of financial responsibility and stewardship in relation to the resources we have inherited through the generosity and faithfulness of past as well as present generations.
 - St Michael's wishes to confront these issues now, plan for the **long term** and provide the best facilities and buildings for its use and that of the wider community rather than wait for a crisis in the future.
- f. This document is intended as an organic reference document that will be updated over time. It does not go into depth with regard to previous processes or decisions, although it will refer backwards where relevant. It articulates the current project and its rationale, which emerged out of a process that began in September 2017. This was a new process, in so far as it returned to fundamental questions and revisited basic assumptions, while at the same time recognising and taking into account a significant body of existing information and opinion. In this way, the PCC undertook a thorough and reflective process which took into account the broadest possible range of factors in order to build confidence and consensus as a leadership team. To understand the current project, it is also essential to understand the process that has taken place, and the key conclusions and decisions that have been drawn at each stage. This can be found in **Appendix B**

³ Harold James, Report 2015 on the 'Church Hall Project' section of the website.

2. A Spiritual and Theological Vision for St Michael's Church Hall

What is the framework with which we are working?

- a. Introduction: As a church, we begin our vision from a spiritual place of prayerful reflection on what God is calling us to do today, in order to proclaim the Good News of Jesus Christ to the people of our parish and beyond. This is our primary purpose as a church and parish.
- b. The Incarnation and the Church: The 20th century Archbishop, William Temple, described the Christian faith as the 'most materialistic of all religions' by which he meant that the spiritual, theological and the practical are always intertwined. We see this most of all in the Incarnation of Christ, which teaches us that our physical nature matters, and that the created world is to be taken seriously as means of grace and a vehicle of redemption. Buildings, as a feature of our common life together as a community, and how they are used, and the significance they hold, are part of the fabric of our salvation, which is worked out corporately, literally, 'in the body'. It is for this reason that we place such importance on the nature of our Church Hall and the role it has to play in the community. Far from being ancillary to the life of the church, such a building is an expression of who we are and what we believe. As the established Church of the nation, the Church of England exists for the whole community, rather than merely for its congregation. To quote Temple again, 'the Church is the only society that exists for the benefit of those who are not its members'. Buildings such as our Church Hall represent the 'benefit' that we provide as Christians committed to the locality of our parish in the long-term, and to making the love of God known to the people in our community.
- c. The Mission Dei and the Transformation of Society: In Matthew's Gospel Jesus commands his disciples to 'Go therefore and make disciples of all nations' (Matthew 28.19). So it was that when the PCC gathered near the start of the new process for an Away Day, we began by thinking about the nature of mission, and how we might define it. Then we reflected on the mission we are already engaged in, and how a new Church Hall might further that work.⁴
- d. In the Gospels, Jesus challenges his disciples to an understanding of God's Kingdom that is bold and transformative of society. In Matthew's Gospel, when Christ says that he comes 'not to abolish the Law or the prophets ... but to fulfil' (Matthew 5.17), he honours the past, but is also doing something different. Likewise, as the Church in this place, St Michael's seeks to honour the inheritance of previous generations who built and used the Church Hall, but also do something new in our own time.
- e. The Church changes society but society also changes the Church. The vision for the current project is borne out of the changes of the last century, in which the needs of St Michael's and of its parish have altered over time, and therefore how it must use its assets in a manner that reflects the situation of today. There have been fundamental shifts in the demographics, social status, aspirations and interests of the people who live in the parish and nearby. A map of the parish can be found in **Appendix C**. 'Spotlight' data of the 2001 and 2011 census describing the parish of Saint Michael's can be found on the diocesan website here -<https://extranet.southwark.anglican.org/public/spotlights>. The following points, extracted from it, are worth noting:
 - The largest proportion (35%) are in the 30-44 category, and 22% of the population is under 16. This indicates a large number of parents with children - and this trend appears to continue.
 - This means that 57% of the population are therefore aged 44 or less. However, our congregation is not as representative of our parish as perhaps it should be.
 - Moreover, by many indices, the parish is in the top 10%, of affluence. The social need in our parish is therefore not primarily about deprivation, but about other social issues (e.g. relationship breakdown, alcoholism or depression). Ironically, the relative affluence of the area means that the deprivation that exists is not always well served by local agencies, accentuated by recent budget cuts to local government.

⁴ Please see the notes from the Away Day 2017, which can be found on the 'Church Hall Project' section of the website.

- In 2011, 58% of the parish population define themselves as Christian – down from 67% from 2001 – a 9% decrease in a decade.
 - The population of the parish decreased from 2800 to 2600 people between 2001 and 2011. This suggests that families are perhaps smaller than in the past, and more older people may be living alone.
- f. This information presents both challenges and opportunities. There is a need to focus on families with young children (but also not ignoring other age groups), and that significant work is required in order to arrest a decline in Christian affiliation. Social needs are likely to be hidden issues, and there may be more loneliness and isolation. Experiential evidence supports the conclusion we might draw from this data. Overall, the world has changed, is changing, and St Michael's must consider deeply on how it uses its assets for mission and ministry in a manner that reflects the situation of today.
- g. Our Hall has a significant part to play in this mission. Buildings reflect the resources and priorities of a particular period. It was built at a time when the local area was relatively impoverished compared to today, and this is reflected in the choice of materials and style of building. It contrasts with Church Halls of other parishes, built of more expensive materials and aesthetic decorations. We might therefore describe the style and materials of the current building as inappropriate or even unworthy of the locality as it is today.
- h. In terms of priorities, the Church Hall was built at a time when amateur dramatics was a core feature of parish social life, and therefore, the guiding concept behind the internal organisation of the building is a 'theatre' style with a stage, performance space and green/dressing room – although, undoubtedly, it was always intended to be flexible for a variety of purposes. Since 1922, the building has been adapted to reflect changing needs. Today, regular uses include a nursery school, ballet classes, youth activities, opera rehearsals and children's parties (to name just a few). The adaptation of the space to these various purposes makes the building *functional* for these current purposes, rather than *optimal*. It is certainly not the layout one would choose to build today. Our community has changed radically since the Hall was built in 1922, and likewise, the building and facilities we provide must also change accordingly.
- i. New Wine for New Wineskins: Reflecting on the current building it is worth keeping in mind Christ's parable about the new cloth on an old garment, and the new wine in old wineskins (Luke 5.36-38). In the parable, the new patch 'shrinks away from the old cloth', and the new wine 'bursts the old wineskin'. This is usually interpreted as a message about how new situations require a fresh approach, and there is only so far that adaptation of the old is possible. These metaphors are perhaps strikingly appropriate to a building such as our Church Hall that has been 'patched' on many occasions! The Gospel often challenges us to consider new ideas and to do things differently – which is not always the easiest or most comfortable option.
- j. As well as changing purposes, we also live in a time where people expect higher standards and better facilities than in the past. Though there is historic affection for certain aspects of the building, often as a result of personal connection, for many others it appears to be an anachronism. This presents a problem in terms of using the building for outreach, income and engagement with the community, many of whom regard it as an unattractive, outmoded and inappropriate space for the activities they wish to undertake. The church does not seek 'newness' for the sake of it, and values history and tradition greatly, but our priority is always how to appropriately express the Gospel in our own time and to generations yet unborn.
- k. Using our Talents for Growth: St Michael's has been entrusted with this important resource and it is essential that we make full use of it for proclaiming the Gospel and serving God and his people. Jesus' parables of the talents (Matthew 25.14-30) remind us to make the best use of what God has given us. Failure to do so is a waste of the gifts we have received, and this is a serious matter. It is therefore with a great sense of thankfulness but also responsibility, that we seek to maximise the blessings we have received, and to use God's gifts wisely and well.

- l. Recent studies about church growth indicate that decline is not a foregone conclusion. Churches that grow (or at least go against the trend of decline) share some specific features. Among them, the following are particularly relevant:
 - A clear vision, purpose, mission and outreach.
 - Willingness to change.
 - The presence and encouragement of children and young people.
- m. Conclusion: The current building has served the parish well for many years but is now in poor condition, out of date, and at the end of its useful life, or very near it. However, St Michael's recognises change, looks to the future with a vision for growth and a sense of purpose. We recognise that views differ about the building and that some people feel strongly about it, but we also believe it is possible to respect such difference of opinion even where we might disagree with one another. We have a desire to fully utilise the resources that have been entrusted to it by undertaking a project that seeks to provide a Church Hall that is truly worthy of God and his people.



From the Away Day 2017 with PCC members, key users and neighbours

3. What is the project being put forward?

Describing the project and providing rationale.

- a. **The Project:** After considerable thought, prayer, reflection, data-gathering, discussion and consultation, the PCC has proposed a project for a new Church Hall. The Church Hall will be built in partnership with a pre-fabrication building company, working closely with their architect and designers. The Brief can be found in **Appendix D** with a list of the most-commonly expressed needs which relate to it.
- b. **Type of Building:** Today, modular and pre-fabricated structures are widely used to build schools, halls, private homes and a range of other public buildings.⁵ Modular and prefabricated are terms that are sometimes used interchangeably, but actually refer to slightly different types of building, although they share some features. Modular buildings are (as the name suggests) unitary structures, that can be repeated to create a building of the required size and shape. They are often (but not always) pre-designed and very simply constructed – they are by definition ‘pre-fabricated’, i.e. they are made off-site and assembled on-site. To describe a building as pre-fabricated simply means it is made off site. All modular buildings are pre-fabricated, but not all pre-fabricated buildings are modular! Many pre-fabricated buildings are designed by architects and involve specialist processes of production to a bespoke design and plan. It is this latter variety that we are proposing, although some pre-fabricate companies start from a ‘basic unit’ model upon which it is possible to vary according to the Brief. For the purposes of clarity, the term ‘pre-fabricated’ will be used below, bearing in mind the above definitions.
- c. **Advantages:** The popularity of pre-fabricated buildings has greatly increased in recent years because they offer a range of advantages, such as speed, value for money and a full design-to-delivery service. Outlined below are a number of factors that describe why we have selected this method of construction and type of company. More detailed information about the practicalities of the project can be found in the economic, financial and commercial cases. Advantages include:

A close **relationship** between client (St Michael’s) and the company architects and/or designers that leads to a bespoke detailed design appropriate to our context that meets the brief.

This reflects our needs and those of our Hall users, as well as the particularities and constraints of the site with regard to appearance, proportions etc.

A fully comprehensive **service** from design to delivery including demolition of existing building, planning application, post-build completion, and project management.

Enables St Michael’s to receive a professional service, integrated and efficient, relieving the church and community of administrative and organisational burdens.

Speed of execution, including preparation, building and completion - but not at the expense of quality.

A key factor for our project is speed of execution, in order to reduce inconvenience for our users and neighbours. An on-site build would almost certainly take considerably longer. Pre-fabricate builds can be assembled in a matter of days, although preparation of the site and post-build completion also needs to be factored in.

Value for money – but also quality.

Costs are generally lower than a traditional build. Speed of construction reduces labour costs. Inclusive service reduces professional fees. Pre-fabricated design and construction is usually more materials-efficient with less wastage. Contemporary pre-fabricated and modular buildings are now of very high-quality and should not be compared with the ‘pre-fab’ buildings of the past, which were low-quality.

⁵ Some recent examples were displayed at a Community Meeting in April 2018. Examples included:

- Springwell Primary School, Southampton (Darwin Group). See www.darwingroup.co.uk and www.springwellschool.net
- ‘Sapphire Jubilee Hall’ Havering ‘Carbon Neutral’ Community Centre, London, (Scott’s of Thrapston). See www.scottsofthrapston.co.uk and www.havering.gov.uk

- d. To come to this conclusion the PCC has explored other church hall projects elsewhere, the needs of the community, specifically the needs of the nursery, the issues with fabric and facilities, planning constraints and guidance, fundraising and funder options. Making such decisions has not always been easy, and relies on assessing complex multiple factors, guided by our Christian faith and by prayer. While opinions in the community may differ, we have worked hard to ensure that all decisions are reasonable and evidence-based. The decision for a new build in this form was one of the three key conclusions following the early research, consultation and discussion phase from June-October 2017: ‘Our understanding [as a PCC] is that a new building will best meet [the] needs [of the parish] and will be less disruptive, faster to achieve and result in a higher quality and longer-term outcome’ (PCC - October 2017).
- e. Evaluation of various Options: As part of that new process, the PCC went ‘back to basics’ and revisited our assumptions about the kind of project we might undertake and how it might be executed. All options were considered from ‘do nothing’, to selling the site, to a different sort of building project (e.g. social housing), to various levels of renovation. When considering options we used three sets of information as our ‘tools’ to help us evaluate a particular idea/option.⁶ These were:
- Our Mission, Vision and Value Statements.
 - The Anglican Communion’s Five Marks of Mission
 - Our Five Guiding Principles.
- f. Using these evaluative tools made the task of assessing options and ideas much simpler. For example selling the site would not fulfil Guiding Principle No.2 of providing a ‘resource to enrich the lives of local people’. As fulfilling all five of the Guiding Principles is a requirement of any project, it was not necessary to discuss this option in detail. Renovation or refurbishment was also explored. The term ‘refurbishment’ can describe a broad range of actions from ‘light touch’ repair and redecoration to major structural renovation. Using our evaluative tools, it was clear to us that the light-touch approach would not adequately respond to the presenting structural issues, and therefore did not fulfil our Guiding Principles No.4 for a long-term and high-quality solution. For such reasons we did not pursue this option. Major renovation, perhaps involving significant structural work and renewal is a more complex example, because at first sight it has greater potential to respond to the presenting issues and to fulfil the evaluative criteria. However, after consideration, we chose not to pursue this option. Some of these reasons include:

Time: A major refurbishment will almost certainly take longer than a pre-fabricate build and be of greater inconvenience to our users and neighbours. The nature of the work required is such that there would be significant periods when the building could not be used. This would not fulfil a key criterion of the needs of many of our existing users and neighbours, who require disruption for as short a time as possible.

Money: Refurbishment does not represent value for money in the long term. It might cost less than a new-build, but would be unlikely to address all of the presenting structural issues. Short-term benefit would be undermined by long-term false economy, and leave the parish vulnerable to major expenses at unexpected times. This would not meet Guiding principles No.5 related to a finance of a sustainable building.

Practicality:

Addressing the complex structural issues along with facilities upgrade would entail what amounted to an almost total rebuild (floors, windows, roof, walls, toilets, kitchen and more) – without perhaps some of the advantages of an entirely new infrastructure. Refurbishment would also require the building to meet a much higher standard of building regulations from which the current building is exempt (e.g. fire

⁶ See **Appendix E** for these evaluative ‘tools’.

safety, disabled access, environmental efficiency etc.) - all of which come as standard with a new build, but some of which would be very difficult to achieve in the current building. This would not meet Guiding Principle No.4 related to providing a high-quality resource for the community.

These are just three key reasons out of a number, why we chose not to pursue refurbishment. Because of the complexity of this option, more time was devoted to discussing it than other options. However, it soon became clear that it would not fit our evaluative criteria. We recognise that not everyone will agree with this point of view, but we also believe that it is a reasonable and evidence-based view, and that other opinions may also be reasonable, even if different conclusions are reached.

- g. The PCC also considered exploring whether one or two flats could be integrated into the design of the building. This was described at a Community Meeting in November 2017 as Option B (as opposed to Option A for a Church Hall without flats – but was not intended to be ‘plan b’ in the sense of second best, but merely alternative). However, the PCC has decided not to currently pursue this option for the following reason: first, the addition of such flats adds considerable complexity to the project. Second, although it would provide a significant income stream for financing the project, we believe the project can be financed without it; third, the addition of a meeting room more closely reflects some of the stated needs of the church and parish than accommodation.
- h. Although we have not pursued these options, nevertheless, it is by evaluating them and understanding why they have not been pursued, that we have been able to come to a consensus and speak positively about the project we have selected. A summary timeline of the process by which this project has been reached is described in **Appendix B**
- i. **The Brief:** The basic features for the Church Hall can be found in the Brief which is in **Appendix D**. The key elements are:

The new building is broadly similar in footprint and dimensions to the existing building.

It will contain two spaces on the ground floor – a larger space and a smaller space – and we are considering the option of a design which enables the two spaces to be opened into one space for maximum flexibility.

Several toilets/bathrooms – including a disabled toilet.

Kitchen/catering space.

An office space.

Significant amounts of built-in storage – the majority of which should be accessible from the larger space.

Disabled access.

Outside space.

In addition to the ground floor, it is proposed to include small a meeting room on the first floor, that covers the area of the smaller space on the ground floor.

The PCC hopes that we will be in a position to share some initial designs with the parish and wider community in late Spring 2019 for further consultation, moving towards a project in 2020. There is an initial and minimal timeline on p.21 which will form the basis of a full timeline including a communication and consultation plan.

- j. **Rationale for the Brief:** The Brief is our initial communication of needs and vision in the simplest possible form to company/architect. It includes the *essential* features of the project, and is the *beginning* of a conversation. In a number of ways this plan reproduces the best features of the existing hall, but does so in a way that provides greater access, better arrangement of space, flexibility and improvements to facilities. In particular, it takes account of the stated needs of our major users, among them the existing

nursery⁷ and ballet school. Two important differences reflect key identified needs – more integrated storage space and a small meeting room which is on a first floor, but only covering a small section of the Hall, thereby maintaining height and footprint of the larger space. The project also reflects planning constraints and guidance, among them:

Proportion, height and siting will be relatively similar to existing Hall. Small adaptation possible where clearly beneficial.

Street impact and visual impact are relevant, as buildings in a conservation area must improve and enhance the area. Particular attention to be paid to materials and aesthetics and relationship to surrounding buildings.

Safety will be of a much higher standard than currently as new buildings must meet new regulations whereas older buildings are only required to meet lesser standards. Street parking is likely to remain unchanged.

Floor space is roughly the same, changes in proportions reflecting reorganisation and better use of space.

- k. Unlike some building projects which are more ‘open’ in terms of possibilities, St Michael’s comes to this project with significant constraints, limitations and requirements, and therefore the brief is necessarily specific about these features. Nevertheless, we are also hoping for some interesting and creative designs. We will be working closely with the local authority to ensure that the project meets the criteria of the Planning Committee, and seeking ways that the project can also contribute to the strategic aims of the Council and other local community organisations and agencies such as FiSH.
- l. The relationship between Church Hall and Community Centre: The Church Hall is part of a vision for the ministry of St Michael’s that also includes our Community Centre, and we recognise that the Hall and the Centre must always be looked at and understood together as part of the overall resources available to St Michael’s in its mission and ministry. Specifically, in relation to the Community Centre, the different size, position, layout and facilities of the two sites makes them complementary rather than competing. Some uses may be interchangeable between the two spaces, but they have different purposes, functions and aims. In spiritual terms, it is important to recognise the diverse blessings that two such spaces provide, and the potential they represent for the ministry of the church. It is a ‘both and’ not an ‘either or’ situation.



The Saint Michael's Community Centre, opened in 2007.

⁷ Specific statement of needs (in no particular order): Good storage, toilet provision, large space, small space (perhaps soundproofed), some outside space, kitchen - ‘The project will encompass the stated needs of all existing users, notably St Michael’s Nursery, alongside any additional uses.’ Statement by the PCC October 2017.

4. Strategy, Vision and Practice – Joining the dots

This section relates our project to our strategy and vision as a parish church, as part of the Church of England, and as part of the Anglican Communion.

- a. Mission, Vision and Values: Our new Church Hall project is founded on the ethos of our church, which is defined by our Mission, Vision and Value statements:

- I. Mission (expresses our purpose): St Michael's: A church for all ages, a faith for all people, a place for everyone.

The new Church Hall project will provide facilities for the whole parish – all ages, all people and for everyone. However, this does not prevent us from focusing on particular groups which we already work with or wish to concentrate on. We have articulated our commitment to hosting our existing users in the new building, many of whom work with children and young people. At the same time, the new space provides new opportunities for new groups who are not catered for in the current building - in particular the elderly and the disabled. This inclusive mission also calls us to consider those whose pastoral needs might be forgotten, hidden or ignored, for whom a small meeting room could be a resource. This reflects the third of our key conclusions arising out of the initial process of consultation, discussion and research from June-September 2017: 'That the project should reflect a Christian commitment to the less advantaged and social need in the context of our parish and local area and within the framework of financial viability' – PCC October 2017.

- II. Vision (expresses our objectives): St Michael's is seeking to be the spiritual heart of the neighbourhood; creating a community of faith, hope and of belief in the power of God's love. Come and join us.

The Church Hall is situated in the heart of a residential area, but its appearance and facilities do not speak positively about St Michael's, and contrast negatively with the facilities of our popular and contemporary Community Centre. The new Hall would remedy this situation and through improved facilities, draw more people into relationship with St Michael's. It is our aim that the new building will take its place at the centre of the social life of the parish even more than it does now.

- III. Values (expresses our beliefs): Holy – a celebration of worship in the beauty of holiness. Active – reaching out to our communities. Open – welcoming and engaging.

With regard to holiness: Holiness is related to 'wholeness' and the new Church Hall will be an holistic space that advances the wellbeing and happiness of the community through the groups that use it, ranging from lifestyle, exercise, music, sport, drama and fellowship. The small meeting room will provide a much-needed space for small groups for study and prayer.

With regard to activity: The new Hall will enable a greater number of activities to take place through the flexible-use spaces, some of which can be used simultaneously (unlike at present) through soundproofing and separate access. While safeguarding usage by existing groups, we aim to fill parts of the timetable that are currently not utilised, by providing facilities that will be attractive to new groups.

With regard to openness: The new building will have good signage, attractive decoration, improved street presence and generally be well presented in a way that speaks positively about itself and St Michael's as a place of welcome and openness that is engaged with the community and contemporary life.

- b. The Five Marks of Mission: These FMM are the Anglican Communion's agreed criteria for projects that involve outreach. It is important that our local vision is connected to this wider vision. There is some overlap with the Mission, Vision and Value statements above, which demonstrates harmony between the smaller and bigger picture. The Marks of Mission are:
- I. To proclaim the Good News of the Kingdom
As a Christian building in the heart of the community, our new Church Hall will speak positively about our Christian faith as contemporary, alive, active, open and engaging, thereby drawing people into the life of the Church through relationship with them.
 - II. To teach, baptise and nurture new believers.
Our new Church Hall will provide opportunities, spaces and facilities for classes, groups and activities, some of which are specifically Christian in purpose and nature, thereby building up the faith of the people of God.
 - III. To respond to human need by loving service.
Our new Church Hall is a physical expression and embodiment of loving service to the parish. It is a sign of our commitment to people's needs in all their variety and complexity, seeking their wellbeing and flourishing through the provision of a high-quality space that can be used for wide variety of activities.
 - IV. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation.
As a Church, it is our role to identify needs that are hidden, ignored or insufficiently catered for. Our new Church Hall will encourage and support relationships with charitable groups and other partner organisations that play a role in our community serving the common good.
 - V. To strive to safeguard the integrity of creation and renew the life of the earth.
Unlike our current building, the new Church Hall will be built to high environmental standards.
- c. Five Guiding Principles: At the start of the new project, the PCC established Five Guiding Principles that any project must fulfil. The principles arose through discussion, data, prayer and reflection on the needs of our parish and community. We are now able to apply these principles to the specific project proposal.
- I. Supports and enhances the mission of St Michael's.
Attractive space. Flexible space. Diverse space. New possibilities and opportunities. People brought into relationship with the church, especially children and families.
 - II. Provides a resource to enrich the lives of local people.
Holistic variety. An additional resource. Better facilities. Improved health and wellbeing. Creative, intellectual, educational, social, spiritual and physical activities. Parish based first and foremost. Services for identified needs in the community.
 - III. Serves a broad diversity of users.
Current diversity of users continued, but also expanded. Inclusive church = inclusive hall. Representing the breadth of our parish. Open to ideas for interesting uses, some already suggested as part of Community audit. A flexible space, more adaptable than before, facilitating more users.
 - IV. Offers a long-term and high-quality solution.
A building for the long term. Looking to the future. Good quality is economical in the long run. Long term solution over short term repair.

V. Sustains and contributes to our finances.

Increased revenue through better facilities and multiple occupancy. A space people wish to use and are delighted to hire. The flourishing of St Michael's is the flourishing of the parish, the flourishing of the parish is the flourishing of St Michael's. Possible reinvestment of revenue into the common life of the parish such as community projects and church staff (e.g. Children's Worker or Choral Scholarships).

We believe the project is ambitious, but also achievable. Idealistic, but also realistic. Necessary, but also more than merely functional. It reflects a desire to not only to provide a much better example of the facilities that we already enjoy as a parish, but also new and additional facilities for the benefit of the Church and parish community, to the Glory of God and in the service of his people.



II. ECONOMIC CASE

The Economic case outlines the economic costs and benefits of the proposal both to the Parish and to the wider community.

Context

- a. As described in the Strategic Case the structure of the building and the core facilities currently offered by the Hall are no longer viable or fitting for the 21st Century. For example, wheelchair access is problematic and there are no disabled toilet facilities. The kitchen does not adequately function as such, and the lavatories need upgrading. There are not enough toilets to meet the recommended Ofsted requirements for a nursery of 50 pupils and staff. A new hall has the potential to provide at least two and possibly three self-contained spaces to allow us to extend the facilities offered to the church, the local community, existing users and, specifically, better conditions for St Michael's Nursery School. This will increase our ability for outreach and mission within and beyond the parish not only by providing a facility fitting our current tenants but also providing space in which we can welcome new community groups.

Economic Benefits

- b. With regard to economic benefits, the new Hall will not only support its own costs but also provide a return to the Parish in accordance with the fifth of our Guiding Principles of a project that 'sustains and contributes to church finances'. The current Hall is at risk of becoming a drain on church finances through extensive and expensive repairs at a time when income from Stewardship does not cover the basic running costs of church ministry and resources - even when augmented by the entire surplus from the Community Centre. Improved Hall facilities will give to the parish a long-term and sustainable building that will increase a return back to St Michael's thereby enabling our ministry and the flourishing of the whole community. This is perhaps best envisaged as a 'management levy' that can be factored into the financial model.
- c. The PCC approved specification of the proposed new Hall is as follows⁸:

GEA - Gross Building Footprint, 284m² = 10m (wide) x 28m (Long), plus 2m x 2m entry lobby at the front (similar or same GEA as currently exists).

GIA - Gross Internal Floor Area, (for the purposes of Building Cost Analysis): 350m² = 250m² for the ground floor + 100m² for the first floor.

NIA - Net Internal Areas, for each of the individual spaces are given below:

Ground Floor:

Small Hall at the front, NIA 40m²

Large Hall at the back, NIA 125m² (Double height space)

4 x W.C (@ 2m² each), NIA 8m²

1 x Disabled W.C, NIA 4m²

Kitchen & Cleaners Cupboard, 10m²

Small Office, 4m²

Corridors and Storage, Available space left over.

First Floor (under pitched roof at the front of the building above small hall space, kitchen and W.Cs)

Parish Meeting Room, NIA 40m²

⁸ Please see Appendix D for an annotated version of the Brief that reflects stated requirements of key users.

Open kitchenette (or tea point)
1 x W.C. NIA 3m²
Storage space under eaves
Aircon plant and equipment room
Independent access from the ground floor

The ground floor W.Cs and kitchen must be accessible from both the small and large halls/spaces but not necessarily from the 1st Floor Parish Meeting room above. The majority of the bulk storage space needs to be accessible from the Large Hall space.

The Brief envisages that it would be possible to use the two downstairs spaces independently where necessary through suitable soundproofing and separate entrances. This would enable simultaneous hiring on some occasions (something not possible at present), increasing the use and flexibility of the Hall by church and community. Likewise, a third upstairs meeting room could also be used simultaneously, and this smaller room provides a resource that is not currently catered for in the local area. From an economic perspective, this multi-use occupancy is financially and practically advisable. The improved kitchen will also enhance and enable social events, appropriate to the context of the residential area in which the Hall is situated.

Overall, the much greater attractiveness, modernity, flexibility and facilities of the new Hall would be a much more economically advantageous facility for both existing users, potential new ones and ultimately for St Michael's also, as such a space would attract participants and members for those hiring the space, and enabling purposes and groups that cannot currently be accommodated. It is envisaged as a facility that attracts custom and business for all its users, commercial, social and leisure.

- d." We are proposing that the above provision is best provided by a pre-fabricated build. A description of the benefits and rationale for this are described in greater details in the Strategic Case. From an economic perspective this has the benefits of having a fixed price, encompassing design, planning and delivery while working to a tight and defined timescale and schedule. This is important for several reasons. It avoids the loss of key income for St Michael's, and significantly reduces disruption to our existing hirers (many of whom operate according to school term times). To require our hirers to relocate for a term or a year is likely not only to disrupt both their and our income but also to negatively affect their businesses and ability to operate. We do not wish to inconvenience our hirers more than absolutely necessary both for community as well as financial reasons. Pre-fabricated builds are currently core to many large building projects in London and are particularly used in new educational building projects because of their ability to fit around term times, the swiftness of construction and the minimal effect on the environment, especially in residential areas. They are also on average 25% - 30% cheaper than traditional builds, without compromising on quality and take a fraction of the time required.
- e." The proposed facility will not only address the needs of our current tenants namely St Michael's Nursery, Barnes Ballet, Barnes and Richmond Operatic Society, St Paul's Christian Union, but also provide facilities that a range of other community groups will desire and which the church itself will be pleased to use.

II. FINANCIAL CASE

The Financial case is concerned with issues of affordability, and sources of budget funding.

- a. Capital Costs.** Based on a GIA, gross internal floor area, of 350m² we are anticipating the capital costs to be in the region of £850,000. This project is contingent on securing the fundraising described below. In the event that fundraising is more successful we would look to reduce the amounts of the borrowing. This costing is based on the latest RICS Building Costs Information Service estimate of £1,910 per metre sq, having applied the outer London and project value uplifts and including an uplift for RPI assuming tender prices need to reflect 2020 pricing. It also includes a 10% allowance for risk.
- b. How will the Capital Cost be funded?** It is currently proposed that the capital costs be funded through a combination of three funding streams:
- i. A maximum of £300,000 of debt finance.** Income from the new hall will be used to service the debt. Net surplus of circa £20,000 per annum is expected to be required to fund a combination of interest and capital repayments. We will investigate options for interest-free debt, an interest holiday and/or charitable rates.
 - ii. A maximum of £250,000 from Existing Church Resources,** namely from the Church Hall Renovation fund (which we are expecting to be at around £50,000 by the time the project commences - this has been created from the surplus of rent over costs over the last 5+ years) and the Arthur Ford Community Fund. A significant part of the Arthur Ford Fund has previously been used to help to finance the building of the Community Centre. The current vision for a new Church Hall is an opportunity to use these funds for an important project with lasting importance for the community.⁹ In addition, we know from previous experience of fundraising that it will be very difficult if not impossible to gain funding from grant-making bodies and organisations if we are not prepared to use our free reserves as a sign of our commitment to this project. We are transferring a capital investment into a physical investment while retaining its use and purpose for the community. In this way we are creating an endowment for the Community of St Michaels. It is also proposed that we target a return of approximately 4% per annum on the this £200k endowment, as detailed in note 10 of figure 1. to ensure that we generate funds to support community projects.
 - iii. A minimum of £300,000 from Grants and Fundraising,** which we anticipate will be a combination of large Charitable Funding bodies and Institutions and local fundraising. We would hope that given the community use, the City Bridges Fund will provide a grant up to a maximum value of 50% of our annual income (possibly as much as £100,000) and that the Barnes Workhouse Fund and others would be supportive. The more that we can fundraise, the less debt pressure we will have from borrowing, and therefore the greater the flexibility on the period in which rent increases take place. We are actively researching a range of grant-making bodies who might be able to assist, and we welcome suggestions. In the event of additional funding from grants and trusts, we could reduce the debt finance.
- c. The Financial Business Case.** Our current income from the Church Hall is around £32,000 per annum with the current facilities. This is primarily from St Michael's Nursery, Barnes Ballet and B.R.O.S.

⁹ In accordance with the late Arthur Ford's wish that his legacy might be used for the benefit of the people of the parish. Although the fund was bequeathed in an unrestricted form, the PCC has always sought its use for projects that benefit the whole parish and its people, hence its use for this project, as for the Community Centre.

The current rates we charge are significantly below both charitable and commercial rates at similar halls within the Borough. At current prices we believe that we are presently offering the facility at an approximate 50% discount to commercial rate. The chief reason for this is that with the current facilities and structure in such poor condition it has been impossible to increase rates to the levels that might reasonably be expected. With a new building and facilities it will be possible to charge a more realistic and appropriate rate, and we will agree with our current main hirers a schedule of increases to approximate commercial rent by the end of the first three to five years of the new build. We acknowledge that, even with this time period, this is a significant step change and we will work with our tenants to agree a schedule to ensure that their businesses thrive while ensuring that the church does not subsidize their activities in the longer term. Ultimately, a new hall will benefit all our hirers who will enjoy the facilities and will be even more able to attract custom and members than they do now. With enhanced facilities and the ability to hire a second community room (and possibly also a meeting room) we believe that in the first year of operation income could rise to an anticipated £38,000.

d. Forecasting expenditure: As a church, we exist to minister to the parish, and it is important that we support and grow our ministry through our assets such as buildings – as, for example, happens with the Community Centre. For this reason we have included the equivalent of a 10% return to the church from the new Hall, and this presents us with the following scenario (fig. 1). This is subject to further work and sensitivity analysis, especially around the various income scenarios, however it gives an indication of the anticipated costs associated. It should be noted that in this scenario we could not fund the debt repayment at £20,000 until year 3.

Fig. 1: Anticipated High Level Income and Expenditure for a Proposed New Church Hall - 10 year projections (overleaf).

	Base Assumption 2018	Inflation Rate:	Note	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6 - 10
Income	£ 32,000			£ 38,000	£ 42,000	£ 46,000	£ 50,000	£ 51,000	£ 270,714
Management	£ 3,600			£ 3,600 ^{9%}	£ 3,600 ^{9%}	£ 3,600 ^{8%}	£ 4,200 ^{8%}	£ 4,200 ^{8%}	£ 23,400 ^{9%}
Utilities	£ 2,500		5%	£ 2,500 ^{7%}	£ 2,625 ^{6%}	£ 2,756 ^{6%}	£ 2,894 ^{6%}	£ 3,039 ^{6%}	£ 17,631 ^{7%}
Maintenance	5,000		7%	£ 2,660 ^{7%}	£ 2,940 ^{7%}	£ 3,220 ^{7%}	£ 5,000 ^{10%}	£ 5,100 ^{10%}	£ 27,071 ^{10%}
Cleaning	£ 3,600		3%	£ 6,000 ^{16%}	£ 6,180 ^{15%}	£ 6,365 ^{14%}	£ 6,556 ^{13%}	£ 6,753 ^{13%}	£ 36,928 ^{14%}
Insurance	£ 2,500		3%	£ 2,500 ^{7%}	£ 2,575 ^{6%}	£ 2,652 ^{6%}	£ 2,732 ^{5%}	£ 2,814 ^{6%}	£ 15,387 ^{6%}
Service Charge to Church				£ 1,900	£ 2,100	£ 4,600	£ 5,000	£ 5,100	£ 27,071
Contingency				£ 760 ^{5%}	£ 840 ^{5%}	£ 920 ^{10%}	£ 1,000 ^{10%}	£ 1,020 ^{10%}	£ 5,414 ^{10%}
Total Costs	£ 17,200			£ 19,920 ^{52%}	£ 20,860 ^{50%}	£ 24,114 ^{52%}	£ 27,382 ^{55%}	£ 28,026 ^{55%}	£ 152,903 ^{56%}
Surplus	£ 14,800			£ 18,080 ^{48%}	£ 21,140 ^{50%}	£ 21,886 ^{48%}	£ 22,618 ^{45%}	£ 22,974 ^{45%}	£ 117,811 ^{44%}
Mortgage (based on 25 Year Repayment)				£ 15,864	£ 15,864	£ 15,864	£ 15,864	£ 15,864	£ 79,320
Return to Arthur Ford		£ 200,000		£ 2,216	£ 5,276	£ 6,022	£ 6,754	£ 7,110	£ 38,491
		% annual return		1%	3%	3%	3%	4%	4%
				£ 18,080	£ 21,140	£ 21,886	£ 22,618	£ 22,974	£ 117,811

Notes to Fig. 1: The Financial Case for the Hall for the First 10 years is based on actual costs of both the current Hall and the known income and costs for the Community Centre.

1. Current income for the year to 31 August 2018 is expected to be £32k. An additional £5k of income is included due to the additional rentable space that will be included. As described above, we have taken into account a gradual move towards a commercial rent, similar to those offered at other Halls in the area within say 5 years. These increases have therefore been factored in. I would regard the assumption of £38k in Year 1 highly achievable, given a fully contained separate room will also be available for letting.
2. This reflects a monthly fee of £300, an increase of £50 on the current management fee. It is assumed this will increase to £350 a month by Year 4 when commercial rent target of £50k is reached. This rate assumes that both the Hall and the Community Centre continue to be managed by the same person.
3. Utilities are assumed to be 6% which is £2,500 in year one inflated by 5%. The new Hall is expected to be significantly more environmentally friendly and therefore utility costs will be significantly less per sq m.
4. A maintenance fund needs to be established to ensure the Hall remains in good condition. This is estimated at 7% initially growing to 10% from Year 4.
5. Cleaning currently averages under £300 a month, a provision of £500 which would allow for approximately 9 hours a week has been included. This inflates by 3% to account for rising payroll costs.
6. Insurance is assumed to continue at £2.5k. This may reduce due to the sounder construction and safety of the new hall.
7. There is a 5% contribution from the Hall to Church Funds for the first two years rising to 10% per annum factored in. This is to contribute to the costs of running the Church and the Church Office, including the provision of Ministry so that the Hall contributes to the running of Saint Michael's.
8. A contingency of 2% is included.
9. Total costs are estimated to be approximately 50% - 57% of income over the first 10 years.
10. A surplus of approximately 43% - 48% prior to interest is anticipated. This will be available to fund interest payments on the Borrowing and to provide an Endowment Return on the £200k of Funds for the Arthur Ford Community Fund.
11. Costs are included for £300k of borrowings based on a property value of £1m over 25 years on a repayment basis. This is based on an interest rate of 2.35% fixed for 10 years, rising to 4.74% after 10 years (although we would likely reduce that by re-mortgaging). The total amount repayable assuming no re-mortgage will be £440,115. There is risk to this figure, and £300,000 must be seen as the absolute maximum amount that can be borrowed. In the event that this cost increases we would have to look to reduce the contribution to the Church or to the Endowment.
12. Any surplus over and above the debt and capital repayments will be available to return as an Endowment on the £200k allocated to the new Building from the Arthur Ford Community Fund. It is anticipated that by Year 4 a return of between 3% - 4% should be achievable.

IV. MANAGEMENT CASE

This outlines project management, responsibilities and key accountability.

As described above, one of the main advantages of a pre-fabricated build company is that a significant amount of day-to-day oversight, procurement and administration is undertaken by the company itself which may come with its own project manager and ‘turnkey’ service. Nevertheless, management from St Michael’s will be required as outlined below:

- a. Following the initial consultations with the church and wider community it is proposed to adopt the following timeline:

Finalise Specification	Autumn - Winter 2018
Issue Tender Documents	Spring 2019
Review of Proposals including public showing	April - May 2019
Decision	June 2019
Planning	July - September 2019
Build	Summer 2020
Launch	September 2020

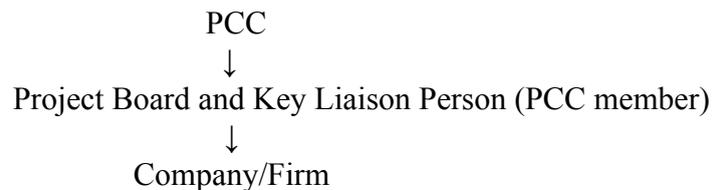
- b. It is proposed that the financial aspects of the attached plan are managed by the Finance Committee. They will be responsible for overseeing the financial risks and reporting back to the PCC.
- c. A small Church Hall Project Board will be formed to manage the oversight of the tendering and decision making, including setting up a scoring grid. It is proposed that this is chaired by the Vicar, with representatives from the Finance Committee, PCC and others connected with St Michael’s who have appropriate skills.
- d. The Church Hall Project Board would have delegated authority to make decisions on behalf of the PCC, except for changes to the original specification and/or variations, and any orders above a predetermined financial limit. In either of these cases a decision would need to be agreed by the PCC – which is ultimately responsible for the project.

Throughout the process, consultation continues with interested parties, hirers and members of the community, at each key stage, to ensure good communication and representation of interests and the raising of concerns. A separate communication and consultation plan will outline this process.

V. COMMERCIAL CASE

This addresses the procurement procedure and final contract.

- a. It is proposed that the initial specification will, in the first instance be sent to 3-4 of the companies that provided information for the Community Open Evening, and whose designs proved attractive and practical according to the feedback received - this would include Darwin; Scotts; and Huf Haus with perhaps also Net Zero as an attractively environmental company - see **Appendix F** with feedback from Open Evening. It is proposed that the tender and specification would also be put on our website so that any other interested parties would be free to submit, and indeed encouraged to do so. This will ensure full transparency and may result in a wide range of initial designs from a number of different companies.
- b. It would be then proposed to shortlist of companies that most clearly meet our criteria and specifications. Following the shortlisting, the Church Hall Project Board will display the shortlist presentations to the church and wider community via an open evening and/or display in church to get feedback. These companies will be invited to present to the PCC prior to a decision being made and communicated.
- c. Following a decision, the Church Hall Project Board would work with the preferred supplier in finalising the design prior to submission to the local planning authority – with the approval of the PCC.
- d. We anticipate that it will take 3 months from issuing the tender documents with specification through to shortlist, presentation and decision.
- e. It is proposed that this will be a fixed-price build with the aim that one company will be asked to be involved from planning to demolition through to completion. It is possible that demolition will need to be managed separately and if so that will also be subject to a separate tender presentation.
- f. It is well known that project cost overruns are often a result of changes in specification (new power points etc.) during the build. There will be a strict process in place to minimise any changes to the agreed specification once groundworks have begun. Any variation orders will need to be agreed in writing, with cost estimates included, by the Church Hall Project Board. A key person from the Board, who is also on the PCC, will be nominated as the ‘key liaison person’ to deal with any issues arising between meetings."



N.B. There will be processes put in place whereby feedback can be received by the Project board and PCC as the project continues and develops.

APPENDIX A

Summary of condition of fabric and facilities of the Church Hall

Notes of a presentation given to a Community Meeting, November 2017

General

- The roof stresses were installed as a *temporary* prevention to the urgent and serious issue of the spreading of the roof – but they are not a permanent solution - they were designed to only last 3 years.
- The condition of the structure of the Hall is sufficiently poor that the PCC is obliged to undertake annual structural surveys in order to ensure we can get proper insurance and maintain the safety of users. We take our responsibilities very seriously and don't think that this situation is one that should continue any longer than absolutely necessary.
- Our conversations with Richmond Council have made it clear that even a very minor refurbishment would still have to comply with a wider range of important building regulations in areas such as:
 - a) Structure
 - b) Fire Safety
 - c) Resistance to contaminants and moisture
 - e) Resistance to passage of sound
 - f) Ventilation
 - g) Hygiene
 - h) Drainage and waste
 - k) Protection from Falling, Collision and Impact
 - l) Insulation, Conservation of Fuel and Power
 - m) Disabled Access
 - n) Glazing Safety
 - p) Electrical safety

For example, even simple work such as re-rendering the walls would require that we upgrade the thermal insulation to current requirements. None of this, of course, in itself, resolves the bigger structural issues that are still urgent, serious and pressing.

Foundations and flooring

The south gable of the Hall sits on top of the Thorne Passage wall, and this section of wall is slowly toppling into Thorne Passage with considerable leaning already taking place.

Six courses of class B engineering bricks supported by a concrete raft foundation carry the 100mm thick clinker block wall panels. Retro-fitting 300mm cavity walls to comply with part L of the Building Regulations would require additional sub-floor foundations.

The wooden floor of the Church Hall has been sanded many times and is now considered too thin to be sanded again. In 2009 it was covered with hardboard sheeting and vinyl. However the is also now a serious damp issue that is exacerbated by the blocked sub-floor ventilation. The floor has no insulation.

Load-bearing columns

- The majority of the load-bearing columns on the west side of the building show signs of structural failure, most likely caused by combination of roof-spreading and steel reinforcement disintegrating from moisture ingress. Half of load-bearing columns on east side show early signs of structural failure. The cracks are clearly visible on the surface.

Wall Panels and windows

- The wall panels are constructed of 100mm-thick clinker block (fly ash and aggregate waste from power stations and coal gasification plants). The high sulphur content of the clinker block has most likely compromised the structural steel. Housing of similar age, construction and materials has been designated defective under the 1984 housing defects legislation (now part XVI of the House Act 1986).
- Moisture from the ground level above the damp proof course is causing rising damp to the west wall of the panels.
- All of the wall panels and gable ends exhibit extensive vertical and horizontal cracking.
- There are no lintels above the steel framed windows, and all require replacing with thermal break and double or triple-glazed glass units.
- The creasing tile window sills are not weather or water-proof and draw damp and moisture into the fabric of the building and should be replaced.
- The walls have no insulation.

Roof trusses, roof structure and roofing

- The weight of the roof has caused the Raised Tie Queen Post Roof Trusses to spread outwards, pushing the walls out of vertical alignment and cracking the load-bearing columns.
- The principle rafters and tie beams of the roof trusses have extensive splitting of the wood where fixing bolts are located.
- The roof trusses and purlins have deformed to give a concave appearance to the asbestos roof panels due to the historical spreading of the trusses and the weight of the roof.
- The roof structure has no diagonal bracing and there is no sheet bracing of the roof plane itself, apart from a little bracing provided by the asbestos roofing material.
- The 3mm hardboard lining of the interior ceiling does not provide adequate resistance to the spread of fire.
- The roof structure has no insulation.
- Our survey of the building questions the use of the building under harsh weather conditions, specifically snowfall, and suggests that the building should be closed and inspected before it can be reopened after such events. The PCC are obliged to take such advice seriously, even if it is a cautious approach.

Facilities

In addition to these important fabric and structural issues, there are many concerns to do with internal facilities such as decoration, toilets, kitchen etc, all of which adds to the complex picture of the current building.

Summary

The overall condition of the building is such that its long-term use is in question and cannot be assured. The PCC continues to monitor its safety and effective functioning, but this becomes increasingly worrying, difficult and expensive to maintain over time. The PCC takes very seriously the safety and wellbeing of all users of the building. A full renovation of the building to resolve these issues would likely take between 8 and 12 months or more. The presence of asbestos and other HSE constraints would prohibit the use of the building during that period. As a responsible organisation, St Michael's is required to take warnings and surveys seriously for the safety of its users. Our reports indicate that it is 'more practicable and cost-effective to demolish the building and replace it with a new structure.' St Michael's wishes to confront these issues now, plan for the long term and provide the best facilities and buildings for its use and that of the wider community rather than wait for a crisis in the future.

APPENDIX B

Summary of Process towards a new project for the Church Hall

June 2017

1st Community Meeting – Presentation of Process for decision making (see table on p.27)

Mid-Summer and early Autumn 2017

- Individual meetings with key stakeholders – sharing of specific and essential requirements that would need to be met are taken account of.
- Establishment of communication channels (Email, newsletters, website, printed) and meetings.
- PCC compose Mission, Vision and Values of Saint Michael's
- Guiding Principles that any project would need to meet are established.
- Need to establish a representative consultation group to feedback to PCC as process continues.

September 2017

Away Day with PCC members, key stakeholders and neighbours - bringing together research, views from a variety of people to establish a new project based on a broad spectrum of information and opinion. The full Away Day document can be found on the website:

1. The project has the potential to bring the whole community together.
2. All present on the day understood why a new building might be most appropriate in this context, even if it wasn't what they might have preferred.

October 2017

Community Audit asking questions about past usage, current usage and potential future uses that would serve the needs of the community – the full community audit can be found on the website. Some particular themes emerged:

- Large support for children's events and activities, including nursery and ballet school, but also other needs related to the wellbeing of children. A deep concern for the elderly and their care, support and health.
- An awareness of personal and pastoral issues faced by people in our parish, often of a counselling or therapeutic nature.

Early November 2017

1st Church Hall Newsletter describing some initial conclusions based on discussion and research.

Out of these first stages of consultation the PCC was able to affirm three concepts to take forwards:

1. That the project would encompass the needs of existing users and hirers, notably St Michael's Nursery School, alongside any other uses that might arise.
2. That a new building will best meet those needs and will be less disruptive, faster to achieve and result in a longer term and higher-quality outcome.
3. That the project should in some way reflect a Christian commitment to the less-advantaged and social need in the context of our parish and local area.

Late November 2017

1st Meeting of Consultation group - (chaired by the Rev'd Elisabeth Morse) to reflect on issues raised by process so far – reported back to the PCC. Members include representatives from PCC, Nursery, Neighbours and St Michael's Congregation.

2nd Community Meeting – Sharing of Community Audit, update on process so far, next stages. Sharing of issues and problems connected with current building. PCC shared two options about how a new project might go forward based on information, consultation and decision-making thus far:

1. A new multi-purpose Church Hall (designed to meet the needs of existing users as well as new potential users) financed by fundraising, borrowing and grants.
2. A new multi-purpose Church Hall (designed to meet the needs of existing users as well as new potential users) financed by fundraising, borrowing, grants and 1 or 2 flats.

Early April 2018

2nd Church Hall Newsletter - summarising the process so far.

Late April 2018

3rd Community Meeting (Open Evening). Seeking of views about various companies/firms and preferences. Fed back to PCC.

Subsequently, further reflecting on feedback the PCC decided to pursue (for the time being), a concept that does not involve an enabling development (such as the building of one or more flats).

May 2018

2nd Meeting of Consultation group – views fed back to the PCC.

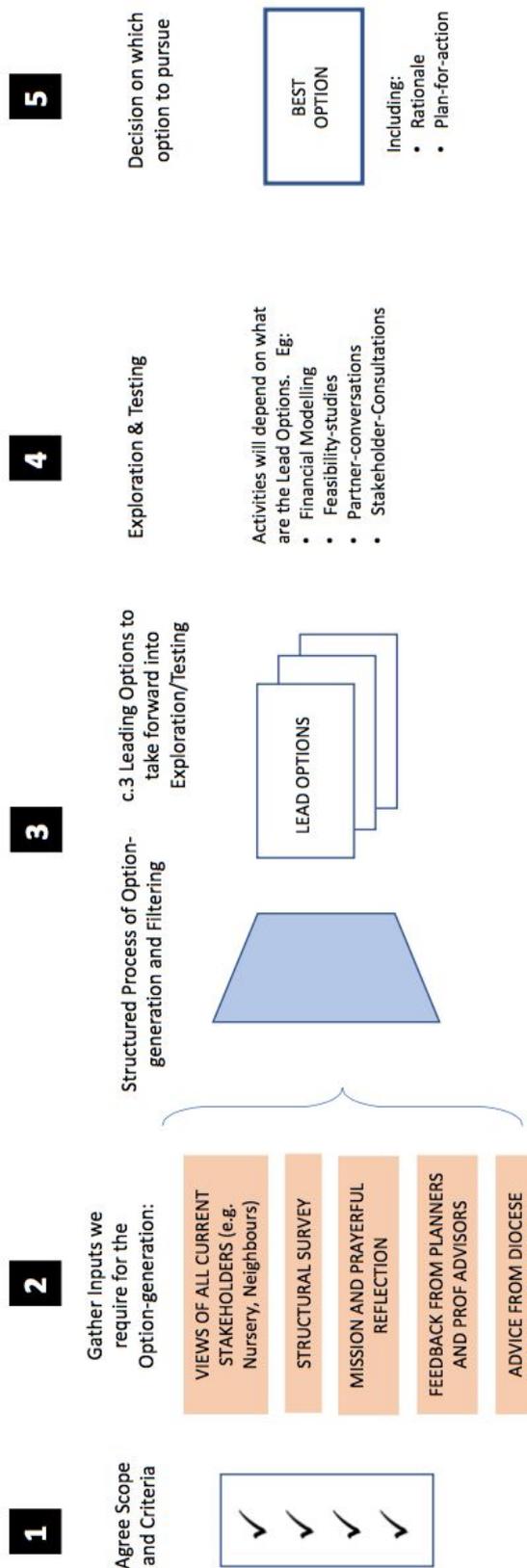
Summer 2018 to late January 2019

The PCC undertook to write a Brief, and then a Strategic Plan following the Diocesan Guidelines for Capital Projects.

N.B. This chart is a summary of the overall process. A more detailed breakdown of individual stages can be found on the parish website here:

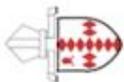
<http://www.stmichaelbarnes.org/wp-content/uploads/2017/12/Hall-Process-26June-FOR-DISPLAYING-AT-THE-MEETING.pdf>

Stages in how the Decision will be made



APPENDIX C Parish Map

Parish of Barnes. St Michael & All Angels



The **STAR** indicates the location of the Church Hall

The **ARROW** indicates the direction north.

APPENDIX D

Project Brief

Related to list of expressed needs.

Definitions:

GEA - Gross External Area:

Used to describe the overall footprint of the building on the site. It is a measure of the area calculated from the external dimensions of the building at ground level and does not describe the area for additional floors or basements.

GIA - Gross Internal Area (same as GIFA - Gross Internal Floor Area):

This is the standard measure used by RICS and the Building Industry in the UK to calculate building cost estimates. Defined as the area of the building measured to the internal face of the perimeter walls at each floor level. Does not include open balconies or fire escapes, minor canopies, or any area with a ceiling height of less than 1.5m (except under stairways).

NIA - Net Internal Area:

Describes the usable floor area of the building, this is the standard measure used in the valuation of commercial property and also for specifying design requirements between the client and the architect in the project design brief.

Existing Church Hall:

GEA: The gross external area (building footprint) of the existing church hall is 284m² (10m wide x 28m Long, plus 2m x 2m porch at front).

GIA: The gross internal area of the existing church hall is approximately 270m².

NIA: The net internal area of the existing church hall is approximately 240m².

Proposed Church Hall:

GEA: The proposed building should have a building footprint similar in area to the existing church hall.

GIA: The gross internal area (for the purpose of building cost analysis) is calculated as being 250m² for the ground floor and 100m² for the 1st floor = total GIA of 350m²

NIA: The net internal areas for the individual spaces within the proposed church hall are given below:

Ground Floor:

Small Hall at the front, NIA 40m²

Large Hall at the back, NIA 125m²

4 x W.C (@ 2m² each), NIA 8m²

1 x Disabled W.C, NIA 4m²

Kitchen & Cleaners Cupboard, 10m²

Small Office, 4m²

Storage.

1st Floor (Under pitched roof at front of building above Small Hall, Kitchen and W.C areas):

Community Meeting Room, NIA 40m²

Open Kitchenette (or Tea point)

1 x W.C. 3m²

Storage space under eaves

Space for aircon plant and equipment

Internal and External access from Ground Floor.

Please note that the ground floor W.C.s and Kitchen must be accessible from both Small and Large Halls but not necessarily from the 1st floor Community Meeting Room above. Majority of the bulk storage space needs to be accessible from the Large Hall.

The above brief was composed taking into account the following needs expressed by key stakeholders and members of the community. Among those needs most often expressed were:

- A space suitable for a nursery school - large and small spaces, possibly soundproofed as far as possible.
- Ofsted requirements for a nursery of 50 places with regard to net internal area, outdoor play area, and number of W.C's required.
- good amount of storage
- Improved toilet and kitchen facilities
- Outside space
- Modern facilities
- Flexible use of space with potential for simultaneous use.
- Additional space for meetings.
- Safety and environmental requirements

APPENDIX E

Evaluative Tools, Ideology and Statements

MISSION, VISION AND VALUES

These statements express our purposes and aims as a church, into which any project needs to 'fit'.

Mission: A church for all ages. A faith for all people. A place for everyone.

Vision: St Michael's is seeking to be the spiritual heart of the neighbourhood; creating a community of faith, of hope, and of belief in the power of God's love. Come and join us.

Values: Holy – a celebration of worship in the beauty of holiness. Active – reaching out to our communities. Open – welcoming and engaging.

ANGLICAN COMMUNION FIVE MARKS OF MISSION

The Diocese of Southwark requires that every major project should be considered in the light of these statements:

1. To proclaim the Good News of the Kingdom
2. To teach, baptise and nurture new believers
3. To respond to human need by loving service
4. To transform unjust structures of society, to challenge violence of every kind and pursue peace and reconciliation
5. To strive to safeguard the integrity of creation, and sustain and renew the life of the earth

BASIC/GUIDING PRINCIPLES

These five practical criteria were devised to help guide and ground a project. Any project must fulfil all criteria to some extent.

1. Supports and enhances the mission of St Michael's.
2. Provides a resource to enrich the lives of local people.
3. Serves a broad diversity of users.
4. Offers a long-term and high-quality solution.
5. Sustains and contributes to church finances.

APPENDIX F

Summary of Feedback from Church Hall Open Evening

Below is a summary chart of the feedback data looking at six possible companies who have undertaken similar projects in recent years.

The full feedback reflecting preferences about specific features can be seen at:

<http://www.stmichaelbarnes.org/wp-content/uploads/2017/12/Reflection-of-Feedback-from-Open-Evening.pdf>

	Darwin Group	Huf Haus	Net Zero	McAvoy	Scotts of Thrapston	TGE Escapes
Like	14	14	6	1	13	6
Dislike		3	1	1		2

Extracts from the written summary of the data:

The full summary can be found at:

<http://www.stmichaelbarnes.org/wp-content/uploads/2017/12/Summary-of-Open-Evening-Feedback.pdf>

27 feedback forms were handed in at the end of the meeting. This was a good proportion of the number of visitors who attended. The answers offer ideas and preferences which can be considered when the PCC considers a range of companies to contact for more information and quotations.

Some characteristics proved particularly popular, namely: a pitched roof, a traditional exterior constructed with a mixture of (natural) materials. A modern, flexible interior with light-filled rooms was favoured, lit by generous windows. A welcoming front façade and good outside space were advocated.

Of the six companies whose designs were offered as examples which we might investigate further, Darwin Group and Huf Haus received 14 'votes' each, Scotts of Thrapston 13, TGE Escapes and Net Zero 6 each, and McAvoy, one. (It should be noted that respondents could choose *three* they liked.) These companies were simply diverse examples and are not necessarily exhaustive.