

Hillside **Methodist** Church

Business Plan

2013 and beyond

“Buildings and their Use”

‘To Know Christ and Make Him Known’

Produced by Hillside’s Design Team

23rd September 2013

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Glossary of Terms:

- ❖ **GTFG** – Get Together for God (Formerly Sunday School)
- ❖ **Inters** – Years 5 & 6
- ❖ **Missiological Research** – the study of the mission of the Church. Usually multi-disciplinary study that incorporates theology, anthropology/sociology, and ecclesiology [The study of the Church. The church is the assembly of believers who belong to God. Ecclesiology is crucial to understand God's purpose for believers in the world today. In the early 1840s, ecclesiology was defined as the science of the building and decoration of church buildings and it is still, though rarely, used in this sense.]
- ❖ **PESTLE** – Political, Economic, Social, Technological, Legal and Environmental
- ❖ **SWOT Analysis** – Strengths, Weaknesses, Opportunities and Threats
- ❖ **Stakeholder** – Any person or group with an interest/requirement in the premises
- ❖ **Statement of Needs** (Appendix 10) – A high level wish list which outlines what is needed and why

Executive Summary

We believe that Hillside Methodist Church should be a friendly place that is both welcoming and accessible to both Christians and non-Christians alike so that people have the opportunity to engage with us and allow God to meet them wherever they are on their spiritual journey. A business plan has been prepared which considers the various build and refurbishment options available to Hillside in order to help it deliver and fulfil its stated vision of enabling more people **“To Know Christ and Make Him Known”** and to ensure that Hillside Methodist Church is positioned **“in the heart of the community”**.

Statistics show that the church is growing and there is evidence that the existing premises are inadequate for both present and future congregations, church groups and community groups. A design team has been put together made up of some of the current members of Hillside’s congregation and its purpose is to investigate the various build and refurbishment options available. Their recommendations will be put forward to the Church Council for consideration and direction. A number of ways to allow Hillside to fulfil its vision have been identified and considered, these are:

- ❖ Creating new, discrete spaces and/or
- ❖ Refurbishing existing spaces and/or
- ❖ Providing additional facilities/services

A survey of all the existing user groups has been undertaken and the main problems with the existing buildings were identified as:

- ❖ **Toilet Facilities** - inadequate and difficult to access by others when the hall is being used
- ❖ **Kitchen Facilities** - inadequate and difficult to access by others when the hall is being used
- ❖ **Storage Facilities** - lack of safely accessible storage facilities
- ❖ **Meeting Facilities** - a lack of meeting rooms restricting what activities can take place at the same time

In addition to the above, the Church Hall is looking tired and rather uninviting and this may well discourage its use. The design team believes that any new design should be both open and welcoming to the community at large and should not give the impression of exclusivity. The team looked at various options to solve these issues including:

- ❖ Refurbishing the Church Hall and the Link Building
- ❖ Changing the internal layout of the Church itself to make it more flexible
- ❖ Demolishing the existing Church Hall and replacing it with a new building possibly in a different position

A “Statement of Needs” has been drawn up to enable an architect to offer various options which will meet the requirements and also give an indication of costs, benefits and any potential trade-offs. The design team want the Church Council to give serious consideration to the recommendations that will come as a consequence of this report and to be open minded enough to consider the various options that an architect would deliver and then give their support and approval to take this project to the next stage.

Section 1- Outline and Introduction

This business plan considers the various building and refurbishment options available to Hillside Methodist Church in order to help it deliver and fulfil its mission.

There is anecdotal evidence that in their present guise the existing facilities and building premises are insufficient to meet Hillside's future needs. Thus, a design team (App. 8) was put together made up of current members of Hillside's congregation whose purpose was to investigate the various options available to help improve Hillside's facilities so that recommendations could be put forward to the Church Council for consideration and approval. To achieve this goal the team undertook both primary and secondary research in order to better understand the current and future needs of Hillside (App 3-4) and the various stakeholders in support of these recommendations (App. 1-10).

Prior to any research being undertaken it was noted that material improvements could potentially be gained by simply improving or renovating the existing building structure(s). However, whilst this option may cost less in the short term it may well prove to be inefficient in the long term given the advances in new (or improved) building technologies, building design, storage and use. Perhaps more importantly it is not clear how superficial changes to the existing build or how any refurbishment work would assist with the functionality of the building, motivate people or indeed help facilitate outreach services into the community in such a way that would meet the explicit vision and mission of Hillside.

An alternative view is that the Church might be better served by designing a new structure(s) to attach to the existing Church (sanctuary) that could potentially take on a different footprint to the existing hall and supporting buildings, thus making the existing more or less redundant. Such a design would take into consideration current best practices of both building and organisational design.

Considering that Hillside's current mission has not been fully realised then the argument for some radical change to the buildings or other should be seriously considered. In addition to the existing missiological research [i.e. the study of the mission of the Church] there are many management studies that have been conducted in business and public sector organisations that have shown how existing structures and symbols have affected their performance. Such things often shape how people see or do things, both internally and externally (how they communicate with or are perceived by the outside world). Often this can be constraining and other times it can help an organisation reach new heights.

This business plan explores the issues and identifies a number of options that culminate into a "Statement of Needs" and recommendations for the Church Council to consider and approve so that Hillside can move forwards.

Section 2 - Vision and Mission

This next section outlines where Hillside currently is in terms of what it does now and provides a description of where it wants to be - vision and mission, and how it might get there.

Hillside Methodist Church is a Christian community with many members who are influenced by their faith **“to Know Christ and make Him Known”** to the community. The members will use all of the resources available to them in order to apply and communicate the teachings and values of the Gospel through friendship, prayer worship and service.

Hillside is considered to be a very dynamic and loving Church and has been serving the local population since 1899. The current seating capacity of the Church is 297 (App. 2) and although it is very well attended there is significant potential to help develop and grow the Church in line with the established and growing community.

2.1. Hillside Methodist Church – The Mission

Hillside has developed a mission of the Church as a place that is for worship, service and fellowship that is warm and welcoming to all so that people can get ...

“To Know Christ and Make Him Known”

...and ensure that Hillside is a

“Church at the Heart of Community”

2.2. Hillside Methodist Church – Current Services

Hillside offers Sunday Worship and Sunday School (GTFG) services every week in addition to an assortment of other fellowship activities, groups and events which have all been designed to inform and engage with the community. The Church is also blessed to have a wonderful music ministry, an active choir and is also the Methodist partner of the local school Brinscall St John’s C.E./Methodist Primary School.

Despite this success it has long been thought that the church in its existing building design has played a significant part in limiting its full potential in terms of helping develop its membership and also its potential to reach out further to the wider community. There is also a hint of concern that Hillside may well be a victim of its own success, oblivious to how it may be negatively perceived by people who have never been to the Church, and how the building structures themselves may communicate various negative images and messages to the community. *For example*, the way the buildings are designed and laid out may not encourage the curious and may be less inviting than might otherwise be believed. There is a strong belief that if nothing is done to address this situation and make the church premises

more “open” and “inviting to all” then the potential of the church may never be fully realised.

2.3. Hillside Methodist Church – The Future

As written before we want Hillside to be positioned in the Heart of the Community and be open and accessible to all. We want our membership to grow in depth and number. We want people to know Christ for themselves and to become highly motivated people who want to serve other people in the local community and beyond.

In order to achieve these objectives we need a Church site that not only better suits our current needs but also the future needs of this growing community. We need suitable spaces and facilities that help support, foster and develop people, both now and into the future. A place that projects a more open and inviting aura instead of one that may unintentionally erect barriers that stop people from entering God’s house.

In essence, a friendly place that is both welcoming and open to both Christians and non-Christians alike so that people have the opportunity to engage with Christians and to allow God to meet them wherever they are in their spiritual journey.

2.4. ‘Church in the Heart of the Community’ - How are we going to get there?

In order to realise this mission we have identified that a number of changes need to be made to the Church buildings in terms of structure, design and layout. A number of ways to bring this vision into fruition have been considered which have been outlined below:

1. Creating New, Discrete Spaces and/or
2. Refurbishing Existing Spaces and/or
3. Providing Additional Facilities/Services

We fully acknowledge that this project may seem ambitious but there is a strong belief that what is being proposed is needed for the development of our membership and also so that we will have the full potential to effectively engage with parts of the community that might not ordinarily have come into contact with the Church. We look to the longer term in order to avoid another change to the building requirements for future members. With this in mind, we want to work within our means, but to deliver the quality deserved by our Lord, thus fulfilling our calling to give:

‘My Utmost for His Highest - Excellence in All We Do’

Section 3 - History & Background - Hillside Methodist Church

This next section provides some background information about Hillside Methodist Church and how it fits into the local community.

3.1 Background and location

Hillside Methodist Church is situated in the rural civic parish of Withnell. It is made up of four 19th century villages:-

Villages	Churches	Local Schools
1. Brinscall	Hillside Methodist St Luke's (C of E)	St John's C of E /Methodist School
2. Abbey Village		County Primary School
3. Withnell (Mill)	St Joseph's (RC) St Paul's (C of E)	St Joseph's RC School
4. Withnell Fold	Withnell Fold Methodist Church	County Primary School

Table 1: Villages in the Parish - Churches & Schools

Wheelton village which includes the villages of Wheelton and Higher Wheelton is next door and no longer has a place of worship or school but does have a village hall in Wheelton. There are school halls at St Joseph's and St John's schools. St Luke's Church can also be used as a Hall. Hillside has the only separate Church Hall.

3.2 History of the Methodist Church in the Parish

In the late 1800's a Committee decided that a larger Methodist Church was required for the congregation and the money was raised to build a church on the present site. Hillside Methodist Church was opened in 1899 and had been preceded by other Methodist Churches. There were 4 other Methodist Churches in the parish of Withnell: at Withnell Fold, Withnell Mill and Abbey Village and one in Higher Wheelton. Of these 5 churches the only ones that remain are Hillside and Withnell Fold. Abbey Village Church was demolished in the 1960's apart from the large vestry in which the small congregation continued to meet. This continued until, in view of the ageing congregation and following a survey of the village

to ascertain its needs, it became clear that the church could not be sustained and it closed. This was in the late 1980s early 1990s.

Withnell Mill Church closed circa 1970 and a number of the congregation moved to Hillside Church. Higher Wheelton Church closed when the congregation dropped to 3 in circa 2008 and the congregation moved en bloc to Withnell Fold Church.

3.3 The Parish Population

The number of houses currently in the parish is approximately 3,000.

3.4 The Church District

The attendees at Hillside Church travel from the four parish villages and also include:-

Higher and Lower Wheelton, Heapey, White Coppice, Chorley, Whittle-le Woods, Bamber Bridge, Heath Charnock, Darwen and Blackburn (not all of these are members).

Section 4 - Understanding Hillside Methodist Church & Parish

The design team decided to conduct both primary and secondary research in order to better understand the current strengths, weaknesses, opportunities and threats (App. 3) that currently face Hillside in terms of it meeting its mission. The Church records at Hillside were also consulted and members of the various stakeholder groups were interviewed. Members of the design team were responsible for researching each of the tasks below.

4.1. Outline of the Research Process:

- ❖ Population figures/movements – into the Parish and Church
- ❖ Structured interviews – with a sample of the congregation and other Church groups to identify the Strengths, Weaknesses, Opportunities and Threats
- ❖ Focus groups – with a sample of the congregation and other Church groups
- ❖ Situational Analysis (SWOT) (App. 3) – this was done in order to understand, at a high level, the various Strengths and Weaknesses at Hillside and to also identify the various Threats and the potential Opportunities that any outcomes would need to address
- ❖ PESTLE Analysis (App. 4) – this was done in order to ensure that the Design Team were aware of all of the factors that could have an influence on agreeing any proposal
- ❖ Stakeholder Review (App. 1) – to ensure the Design Team were aware of the various groups who may be affected by any outcome derived or informed by this plan
- ❖ Design team meetings – these were regularly conducted to provide direction and transparency

- ❖ Visits to other Methodist Buildings/Facilities:
 - Trinity Buckshaw C of E / Methodist Primary School (Opened 2010)
 - Fulwood Methodist Church (Re-Designed 2010)
 - Fulwood Free Methodist Church (Re-Designed 2011)

4.2 Monitor & Control

Throughout the whole process the team have reflected on their research process and have reported any problems, issues or concerns. The team have had open discussions about the findings and any next steps and there has been a concerted effort to ensure that the team remain open, objective and balanced in the way the research has been done and reported on. Meetings were held as required on a Wednesday evening in the Link Building.

Section 5 - Findings: Hillside Church its Services & Programmes

This section presents the findings from the research done in section 4 and also describes the various services, activities and events that currently happen at Hillside and how they are aligned to the Church's mission and objectives.

5.1 Church Attendance and Usage patterns

The attendance at Hillside in the last 30 years has experienced three surges; one in the 1980s into the 1990s and then two in the 21st Century. During the late 1990s the numbers consolidated. In 2007 the Withnell Parish Plan noted that premises were needed to provide Adult Education classes. Premises are also required for Holiday Play Schemes for the young people of the parish. The attendance at Hillside has increased by approximately 60% since 2002. Table 2 below shows the attendance at Hillside over the past 10 years. The table clearly shows that we have a healthy influx of young people who attend Hillside on a regular basis.

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Adults	4132	4231	5945	5110	5027	5270	7165	5695	5656	6177	5824
Youth/GTFG							2860	2860	2600	2600	2650
All							10025	8555	8556	8777	8474
% Diff +/-		2%	44%	24%	22%	26%	73%	83%	44%	49%	44%

Table 2: Hillside - Annual Attendance over the last 10 years

This figure can partly be explained by the admission policy of the local schools, Brinscall St. John's and St. Michael's, where attendance at the local Church is required as part of its admission criteria.

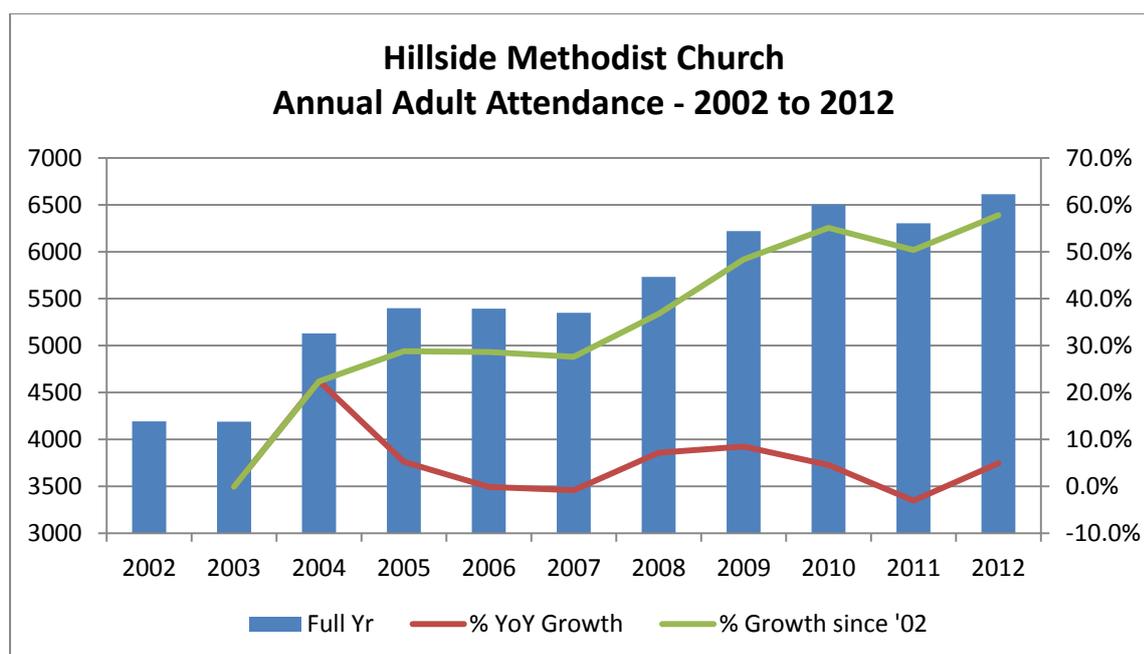


Table 3: Hillside - Annual Attendance over the last 10 years

The annual adult attendance figures (2001 – 2012) shown in table 3 have seen a steady increase since 2003. Notable rises in attendances were seen with the arrival of Rev Doug Smith and the current Rev Graham Cutler. Whilst the figures in table 2 relating to the youth attendances are less reliable they do show that we have a strong and growing population of young people attending the church.

Within the same time frame no significant housing projects had taken place in Brinscall that would have any meaningful bearing on the attendance rates. Increases in the general congregation may have been as a result of the baptisms and weddings although the numbers have not been consistently high (e.g. 20 baptisms in 2004 and 5 weddings in 2012).

5.2 Hillside Methodist – Sunday Worship

Hillside Church is usually well attended on Sundays for Worship and GTFG. Table 4 shows that the Church is, on average, 70% full and whilst these rates may change due to seasonal variations this figure has been steadily growing year on year by approximately 4%.

Attribute	Seating	Comments
Total Seat Capacity	292	Available seats in Church
Choir & Musical Director	45	Seats used in pulpit and for music
Available Seats	247	Seats left for the congregation
Average Congregation	175	Number is taken from Church records
Church Membership	217	Confirmed members of Hillside Methodist

Table 4: Hillside Sunday Morning Worship – Average Attendance

On a typical Sunday Service babies, toddlers, children and young people will usually attend the morning worship until the offering has been taken. Once the offering has been received the children would normally leave the main church and go to other parts of the building for Sunday school. The children are split into various groups based on their age and participate in various structured teachings relevant to the service and their respective age groups.

5.3 The Sunday Challenge

Each week these sessions present various challenges to the Church and the leaders of the various session groups. Many of these issues are exacerbated when Church numbers increase because of a baptism, confirmation or some other special event which deviates from the norm. The main problems are either a shortage of space or the wrong type of space being available in a timely manner for worship, study and fellowship. Table 5 below identifies, from interviews, all of the significant problems in detail.

Group	Where?	When Used	Groups Concerns	Comments
Crèche and GTFG	- Main Hall - Link Building	Sunday Mornings	- Open space - Difficult to lead sessions	Difficult to break out into separate groups for age related study Parent distractions whilst children's classes are taking place
Inters (Years 5 & 6)	- Meeting room	Sunday Mornings	- Interruptions - Difficult to set up resources - Pressure to end session because the room is in high demand	Room is also used for photocopying and storage and counting the collection
Youth Group	- Link Building (sectioned off by folding doors)	Sunday Mornings	- Limited space & overflows into the link building - Interruptions - Difficult to set up resources - Pressure to end session because of fellowship starting in the link towards the end of session - Security issues around valuable electrical equipment being left around - No space for break out studies/discussion	

Table 5: Hillside – Summary of the Churches room usage and concerns by Groups

5.4. Challenges at other times of the week

In addition to our Sunday Worship and Sunday school various other groups meet and use the church's meeting rooms and facilities. In most cases our research indicates that there are similar shortcomings with the space and facilities on offer as recorded in Table 5, with many groups being unable to get the best use of the facilities because of competing needs.

In addition, toilet and kitchen facilities have been mentioned many times as being far from ideal. Appendix 5, 6 and 7 identifies in depth all of the problems the individual groups are currently experiencing.

These are summarised below:

- **Toilet Facilities** – inadequate and difficult to access by others when the hall is being used
- **Kitchen Facilities** – inadequate and difficult to access by others when the hall is being used
- **Storage Facilities** – lack of accessible, adequate storage facilities
- **Meeting Facilities** – a lack of meeting rooms restricting what activities can take place at the same time
- **Functionality and Desirability of facilities** – the hall is looking tired and is less than welcoming

5.5. Energy Costs and Efficiency

Pre School uses the buildings throughout the year and has extensive use of the Main Hall, toilets, kitchen and link building. These areas are very difficult to heat efficiently and are very costly. The annual bill for heating is very high and it is anticipated that the costs of heating a similar, but modern purpose built space, will be significantly less.

5.6. Support Services

There is very little opportunity (if any) for any of the congregation or other people in the community to ‘walk-in’ and receive fellowship and support on demand. Whilst the cost of providing such a service may well be prohibitive there are no such facilities that really meet this need or are in any way visible to the local population.

5.7. Outreach and Community - The Potential for External Growth

The site visits to other successful examples of Methodist establishments that have undergone recent building design changes/refurbishments provided considerable insight and enlightenment as to what could be achieved. Below are some of the services/resources that they have introduced, improved or embraced in order to help and support the current congregation and to hopefully connect and engage with the local population in ways that they didn’t in the past.

- ❖ Community Opportunity
- ❖ Celebrations – Birthdays, Christenings
- ❖ Drop in centre
- ❖ Coffee/Cafe
- ❖ Library
- ❖ IT Facility
- ❖ Mission
- ❖ Music
- ❖ Conference/Meeting Rooms
- ❖ Adaptable rooms
- ❖ Lots of storage

The current buildings and layout at Hillside would make the introduction of many of these initiatives virtually impossible or less than is desirable.

5.8. Other Considerations

a) Visits to other Methodist Church Buildings

The site visits to the two Methodist Churches in Fulwood provided the team with a good opportunity to identify gaps between the facilities of Hillside and the ideals which had been designed into these recent new build/refurbishments of Church buildings. In addition the visit to Trinity Buckshaw C of E Methodist School was an excellent example of how good design was able to make the most of the space available.

b) Staff and Management - Implications

It was quickly recognised that changes in the leadership and support team may be required if the space usage or new services are introduced. For example, in terms of outreach and community services, additional staff may be needed to support these initiatives so that they can be delivered correctly. In addition it was made abundantly clear that the Church Council really needed to 'buy-in' to the whole idea of any changes to ensure that there was long term success (Trinity Buckshaw C of E Methodist School) and how the management team empowered the vision and mission of the organisation to bear fruit. The current leadership team and voluntary workers are listed in Appendix 11.

c) Future Proofing

The site visits to the Methodist churches made it very clear that accurate projections needed to be made so that the design of any new build would be future proof and would avoid significant costs in the future.

Section 6 - Interpretations of Findings: Options

Prior to this research being undertaken and also throughout this process a number of questions have been in the minds of the Design Team (and others) and this paper provides reliable research and findings in order to answer these in a fair and unbiased way. Particular emphasis should be given to how any potential option might meet or enable some, or all of the initiatives in section 5.7. The key questions that need adequate answers are:

- (1)** Should we refurbish and extend the main Church Hall and Link building?
- (2)** Should we open up the Church building for various groups and replace some of the pews with removable chairs?
- (3)** What about knocking down the existing Hall and rebuilding with new footprint?
- (4)** Or knocking down existing Hall and rebuilding it with existing footprint but making it a two storey building?

The remainder of this section presents the various options and lists the advantages and disadvantages.

6.1. Refurbish and extend the main Church Hall and Link building?

To fix the current issues the following could be considered:

Advantages:

- ❖ Nothing changes and we carry on as we are
- ❖ Keep the existing footprint of building and greenery
- ❖ Upfront cost may be considerably less
- ❖ Potentially less disruptive
- ❖ Some stakeholders happy
- ❖ Opportunity Cost (i.e. funding could be used elsewhere)

Disadvantages:

- ❖ May stunt growth of Hillside
- ❖ Some stakeholders will be unhappy
- ❖ Vision and Mission may not be achieved
- ❖ Minimal outreach and community resources
- ❖ Existing footprint of building may change
- ❖ Maintenance costs may be higher
- ❖ Running costs may be higher
- ❖ Not future proof

6.2. Open up the church building (sanctuary) for various groups and replace some of the pews with removable chairs?

Advantages:

- ❖ Minimal changes and we carry on as we are
- ❖ Keep the existing footprint of building and greenery
- ❖ Upfront cost may be considerably less

- ❖ Potentially less disruptive
- ❖ Some stakeholders happy
- ❖ Current space only utilised for 3-4 hours per week
- ❖ Opportunity Cost (i.e. funding could be used elsewhere)

Disadvantages:

- ❖ May stunt growth of Hillside
- ❖ May minimise outreach and community efforts
- ❖ Will upset many stake holders
- ❖ Removing pews would impact on the design and integrity of the Church
- ❖ New spaces created by the removal of pews would require additional work each week (removal and set-up for services)
- ❖ Would require considerable change to the floor in order to level the space
- ❖ Not future proof
- ❖ Does not address the need for extra space on a Sunday morning which is our most critical time
- ❖ This will also introduce the need for additional storage

6.3. Knock down existing Hall and rebuild with new footprint

Advantages:

- ❖ More efficient parking
- ❖ Better access
- ❖ Better visibility
- ❖ More openness
- ❖ Potentially less disruptive (contingency plans will be in place)
- ❖ Some stakeholders happy
- ❖ Vision and Mission is more likely to be achieved
- ❖ Maximum outreach and community facilities/resources
- ❖ Existing footprint of building may change
- ❖ Maintenance costs may be lower
- ❖ Running costs may be proportionally lower
- ❖ May help growth of Hillside
- ❖ Purpose built
- ❖ Future proof
- ❖ More efficient building
- ❖ Less maintenance
- ❖ External aesthetics of the current Church building

Disadvantages:

- ❖ Higher upfront cost of build
- ❖ Reduction in the size of the lawn or no lawn at all
- ❖ Potential Management/Staffing issues
- ❖ Will upset some stake holder
- ❖ A potential to lose light in the sanctuary
- ❖ External aesthetics of the current Church building (a few parts may change)

6.4. Knock down existing Hall and rebuild with existing footprint but make two storey building.

The advantages and disadvantages to this option are the very similar to 6.3 with some notable additions:

Advantages:

- ❖ Compared to 6.3 the existing landscape will be retained

Disadvantages:

- ❖ Compared to 6.3 this option would lack the improved front entrance on School Lane

Whichever of the options or combination of options (6.1-6.4) or others is shortlisted for further investigation they need to be able to provide adequate space to incorporate or develop many of the outreach and community services outlined in Section 5.7.

Section 7 – The Design Brief

The purpose of this business plan is not for the Design Team to determine which option Hillside should take but to provide help and guidance by producing a “Statement of Needs” so the best options can be taken. The exact design of the new building has yet to be determined by the architect. A sample discussion on the Position and Appearance, Internal Elements, Fixtures, Fittings can be found in Appendix 9.

7.2 Statement of Needs

Appendix 10 provides a full list of the needs to be satisfied by any building project and why that is important in relation to the vision and mission of Hillside.

The approved design should have key external features that complement the existing Church building and should have entrances that are both welcoming and enticing. Any design needs to incorporate a clever mix of materials to ensure continuity with the existing sanctuary but also to position itself in the minds of the community as being modern and relevant (to them). The strategic use of glass is encouraged where possible to help draw light and openness, evoking trust into the buildings.

Internally the old and the new must connect fluidly and the new hall must be designed in a way that it can be adapted for different uses. Various rooms (5-7) need to be provided so that the existing groups, and future ones, can meet and develop/study/administer. Any of the technologies used to facilitate these adaptations needs to be easy to use. The use of any technologies needs to be designed in the final proposal with an emphasis on future proofing, efficiency and cost effectiveness. Clever storage also needs to be designed into the build so that stackable chairs, tables and other supporting resources can be easily accessed and quickly put away.

Supporting facilities such as 2 kitchens, 1 refreshment area and 2 sets of toilets need to be designed in such a way that their facilities can be accessed efficiently by the stake holders without significantly impacting upon other users.

Section 8 - Financial Considerations

We also acknowledge that determining and raising the necessary funds to complete this project is only the beginning and we will prepare a detailed implementation plan once we have received the necessary approvals in order to move the agreed project to completion and beyond.

Section 9 - Caveat

The design team is aware that any changes need to be aligned to the Church's mission and need to take into consideration the needs of the various stakeholder groups (App. 1). Procedures will be put in place to ensure this is managed correctly. Anything that is approved by the Church Council from this document is subject to the constraints of local planning and architectural design.

Section 10 - Conclusion and Recommendations

The purpose of this business plan is to produce a "Statement of Needs" which can be presented to the Church Council in order to gain agreement on what needs to be done in terms of potential build and renovation options so that Hillside Church can continue and deliver its mission into the future.

This report has uncovered numerous shortcomings in the facilities and the buildings i.e. the design and layout at Hillside, and how these may currently impact negatively on the Church. A number of potential options that the Church Council could consider have been identified (Section 6). However, overriding all of these options is the "Summary of Needs" which describes what is needed and more critically, why. This should form the basis of any future discussions and subsequent agreement.

The process of interviewing the groups who use the Church and its facilities throughout the whole week has also provided a lot of clarity on what needs to be done and why in order for Hillside to prosper. In previous years work has been undertaken to potentially solve some of the issues addressed in this report and those earlier efforts had then evoked a number of recommendations. However, this report has identified that other issues exist, in addition to the facilities and their availability, and these concerns were not sufficiently addressed by previous recommendations. For example, there are real concerns over delivering future outreach and community services and how Hillside may be projecting a less than ideal image of itself in the minds of people who are not familiar with the Church. Arguably, until this report there was only subjective anecdotal evidence to inform decisions of this kind; that gap has now been removed.

The Church Council should now be able to determine with confidence the best action to take in order to help Hillside fulfil its mission. The design team acknowledge that it may well be impossible to meet all of the needs of the various stakeholders outlined in Appendix 1 and a number of trade-offs may be required in order to achieve Hillside's vision.

In summary, the purpose of this business plan is to produce a “Statement of Needs” based on reliable research; this has been done. The next step is to present these findings to the Church Council so agreements can be reached based on credible evidence. Once an agreement has been reached an architect will then produce a number of options that meet the needs of Hillside for the Church Council to review. The design team are well aware that there are different opinions as to what should be done to the existing buildings and Church at Hillside. However, the driving forces underlying any change at Hillside must remain biblically faithful, culturally sensitive and focused on the mission of Hillside.

Section 11 - Appendices

Appendix 1 – Stakeholder Groups

Appendix 2 – Hillside Seating Plan

Appendix 3 – SWOT Analysis

Appendix 4 – Environmental Analysis [PESTLE]

Appendix 5 – Hillside - Sunday Morning Worship Groups

Appendix 6 – Hillside – Summary of the Church’s room usage and concerns by Groups

Appendix 7 – Survey Summary – Issues with layout

Appendix 8 – The Design Team

Appendix 9 – Ideas on the New Build - A discussion on the Position and Appearance, Internal Elements, Fixtures, Fittings

Appendix 10 – **Statement of Needs:** The Design Brief showing the desired features of the new build and the reasons why they are important

Appendix 11 - The current leadership team and voluntary workers at Hillside Church Leadership Team

Appendix 1- Stakeholder Groups

General:

- The village and wider parish community
- The Methodist Church
- Christians and non-Christians
- Local Government
- Local Services

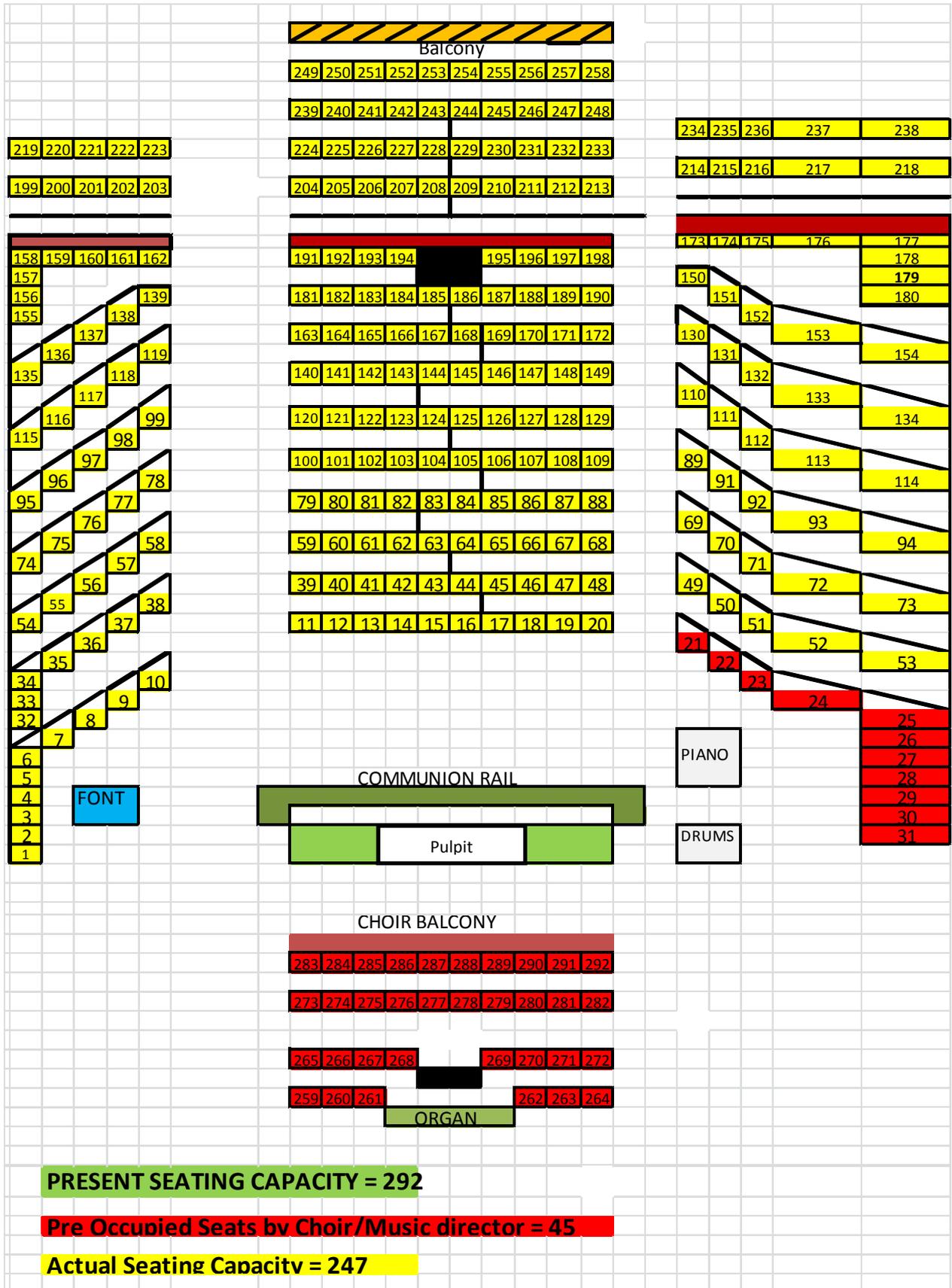
Sundays:

- Congregation
- Crèche and GTFG
- Inters
- Youth Group
- Congregation
- Choir practice
- Music practice

In the week:

- Pre- School
- Alpha
- Youth Group
- Praise and Play
- GTFG
- Youth Club
- Coffee Morning Group
- Monday Craft Group
- Prayer Group
- Hillside Fellowship Group (Formerly Network)
- Social Events
- Craft Groups
- Zumba Classes
- Line Dancing Classes
- Tap Dancing Classes
- Stewards
- Choir practice
- Music practice

Appendix 2 – Hillside Seating Plan



Appendix 3 - SWOT Analysis

Listed below is a situational analysis of the current Strengths, Weaknesses, Opportunities and Threats (SWOT) that may have an impact on the Hillside Methodist Building Projects:

Strengths

- Committed membership and congregation
- Youth work
- Popular rural village location
- Increasing number of people using premises (annual footfall has been increasing)
- Open in the week for various activities
- Strong management team and volunteer network
- Flexible use of one room (bookable space)
- Formal congregational worship
- Enthusiastic and committed support for project from some of the congregation
- Worship is relevant to today
- Links with local schools
- Strong choir and musical ministry

Weaknesses

- Volunteers in the week (i.e. done by the same core team of dedicated people)
- Village congregation
- Cost of travel/car parking facilities
- Kitchen Facilities – need modernising and more space
- Location of toilets
- Front of premises (not sufficiently welcoming --- i.e. lovely but very formal and closed)
- Funding
- Support
- Limited rooms (i.e. usable or bookable space)

Opportunities

- Surrounding village population is increasing
- Plan for more space or new space
- Create and sustain relevant and new forms of worship
- Outreach – ability to offer informal welcome
- Lay workers
- Possible external funding
- Extend our support and caring for one another

Threats

- The mission of Hillside is not completely fulfilled
- Temporary loss of income during building disruption (Groups using [Link](#))
- Parking issues
- Ageing population
- May not be able to let space
- Competition - other worldly activities that occupy people

Appendix 4 - Environmental Analysis [PESTLE]

The following Political, Economic, Social, Technological, Legal and Environmental (PESTLE) have been identified as having an impact, some positive and some negative on any new build or refurbishment project.

Political

- Open to All
- Changes in Gift Aid legislation
- Planning Permissions
- Use of premises as polling station

Economic

- Recession
- Decrease in public spending
- Increase/decrease in role for NGO's/Charities
- Lettings income (Pre School)
- External funders have targets to meet (OFSTED)

Social

- Ageing population and congregation
- Scattered congregation
- Village location
- More people living alone
- Single parents
- Both parents working
- Fewer able to volunteer time for free
- Alternatives to church has impact on membership
- Stable population in the local parish

Technological

- Increasing use of electronic forms of communication
- "Online" Church
- Potential for use of technologies for room booking, donations, worship
- Relay sound systems
- Control of the internal physical environment (for example heating and lighting)

Legal

- Health and Safety
- Safeguarding
- Disability Discrimination Act
- Trusteeship
- OFSTED requirements
- DBS (Formerly CRB) checks

Environmental

- Charity legislation
- Desire to reduce carbon footprint
- Need for maintenance/improvements to current buildings
- Desire to increase use of natural light within the premises

Appendix 5 - Hillside - Sunday Morning Worship Groups

Church Groups	Age Group	Current attendance (pa)
Crèche	Babies	104
GTFG	Toddlers up to Year 4	(*incl. in the Youth Group total below)
Inters	Years 5 and 6	468 Approx
Youth Group	Year 7 plus	2650*
Adults	Everyone else	5824

Appendix 6 – Hillside Church: Room usage & concerns by Groups

Group	Where?	When Used	Groups Concerns	Comments
Pre - School	- Main Hall - Link Building	Mon – Thurs (8am – 16.30) Fri (8am – 13.00)	- Poor heating - Storage - Location & size of Toilet - Lack of kitchen space	Consider 5 days Occupancy should increase with better facilities
Youth Group	- Link Building (back of)	Sunday Morning (10.30 – 1200)	- Lack of space - Interruptions - Disturbances - Availability of Toilet - Availability of Kitchen - Internet & Electrical - Storage	
Praise & Play	- Main Hall - Link Building	Friday (15.30 – 18.00) Twice a month	- Lack of space - Storage of equip’ & toys - Lack of kitchen space - Availability of Toilet	Used by 20-30 people but potential to increase numbers if better facilities were introduced (for making meals)
GTFG	- Main Hall	Sunday Morning (11.00 – 1200)	- Lack of space - Storage of equip’ - Kitchen needs improving - Toilets need improving - More Child friendly	Used by 30+. Future growth and discipleship of the future congregation
Youth Club	- Main Hall - Link Building - Outside in summer months	Friday (18.00 – 21.30) Term time	- Lack of space - Storage of equip’ - No tuck shop - Kitchen too small - Poor internet & audio setup	Used by 20-55 people but potential to increase numbers if better/larger facilities
Coffee Morning	- Link Building - Kitchen		- Lack of space - tables	Used by 20 and could be increased if kitchen could be improved to enable lunches to be served
Monday Craft Group	- Link Building (back of)	Monday (14.00 – 16.00) fortnightly	- Lack of space - Storage of equip’ - No Kitchen* - No Toilet*	Used by. 12-15 People but potential to increase numbers if better/larger facilities *Pre-school are using these
Prayer Group	- Meeting Room	Monday (09.00 – 09.45)	- No Kitchen* - No Toilet*	Used by 10 members but

Group	Where?	When Used	Groups Concerns	Comments
			- Size of room if numbers increase	potential to increase if better facilities *Pre-school are using these
Network		Monday (14.00 – 16.00) fortnightly	- No Kitchen* - No Toilet* - Size of room if numbers increase	Used by 10 members but potential to increase if better facilities or other rooms were available for use *Pre-school are using these
Social Events		Various	- Lack & size of space - Availability of Toilet - Availability of Kitchen - Car Parking restricts	Some of these concerns are more profound depending on the size of the event (e.g. car parking)
Craft Group	- Main Hall	Tuesdays (19.00 -19.45)		Used by 12 people
Zumba Classes	- Main Hall	Thursdays (19.00 -19.45)		Used by 12 people
Tap Dancing	- Main Hall	Mondays (18.30 -19.15)		Used by 12 people
Line Dancing	- Main Hall	Mondays (19.30 -21.30)		Used by 12 people
Stewards	- Various locations in Church	Sunday Mornings Evenings Social functions	- Security of Link building during Church service - Limited confidential areas - Lack of space for counting collection	12 people

Appendix 7 - Survey Summary – Issues with layout

The main problems identified from interviews with the 14 current user groups are summarised below:

1 - Toilet Facilities

The toilet facilities are inadequate and difficult to access when the hall is being used especially by the Pre School. It is an OFSTED requirement that the toilets are for their sole use when they meet. Similarly, there is also an argument that this rule should apply when GTFG meet in there.

2 - Kitchen facilities

The kitchen suffers from the same facilities and access problem described above and also needs to be much larger to accommodate larger gatherings.

3 - Storage facilities

There is a lack of accessible storage facilities and the Pre School equipment, even when moved to the edge of the hall, reduces the usable area.

4 - Meeting facilities

There is a lack of meeting rooms restricting what can take place at the same time especially on Sundays and Fridays (Youth Club).

5 - Functionality and Desirability of facilities

The Hall is looking tired and needs to look more welcoming to attract visitors and bookings for external events such as meetings, christening and birthday celebrations.

Appendix 8 - Hillside Design Team

Janet Horton (Chair)

Tim Melling

Duncan Frost

Stephen Dyson

Christine Rhodes

Raymond Smith

Beryl Frankish

Paul Yates

Christine Guy

Chris Howard

Ton van der Linde

Iain Thompson

Appendix 9 – Ideas on the New Build

The overall design - basically, it was agreed that the footprint of the building could be in 1 of 3 areas without interfering with the sanctuary: the site of the existing church hall, kitchen and toilets; the tarmac (car parking) area; and the lawn to the side of the church.

The latter was deemed to be the most favourable position for several reasons, not the least of which, that it would be situated next to and on a level with the front of the church and would create a more welcoming 'entrance area' to all *visitors* coming in from School Lane. Consequently, the existing church hall may well become the new parking area (entrance to which may be moved to the boundary wall on Parke Road) with an equally welcoming entrance to the church at the back of the new building.

The consensus was for the use of glass to provide that welcome. Glass panelled doors, a glass corridor or atrium connecting the two buildings and large glass windows (with no white plastic) would give the new build the impression of space and light. Several photos taken during our visits were shown on the overhead screen.

b. Internal elements

Basically, we need a building with the following requirements:

- (i) A large hall which can be adapted for use by different groups
- (ii) A large kitchen and a separate smaller kitchen (For use by smaller, perhaps midweek meetings for refreshments)
- (iii) Area for serving and drinking refreshments – e.g. tea, coffee etc.
- (iv) 4 or 5 meeting rooms for use by the Youth and young children
- (v) Men's and Ladies' toilets and at least one other with disabled access
- (vi) An office and/or quiet room
- (vii) Storage areas next to the hall, meeting rooms and kitchens
- (viii) All internal doors with glazed panels

In addition, it was suggested that there should be a direct pathway or corridor between the Sanctuary and the Church Hall symbolizing the strong connection between our church and the community, reflected in the words of our mission statement: "Know Christ and Make Him Known".

c. Furnishings

- (i) Stackable chairs and tables
- (ii) Fully-fitted kitchen with commercial dishwasher and other electrical appliances
- (iii) Banks of sockets which are easily accessible
- (iv) Folded partitions in main areas, preferably sound-proofed
- (v) Rooms equipped with future-proof IT and audio-visual equipment
- (vi) Hygienic refuse disposal unit/area
- (vii) A facility with efficient HVAC (heating, ventilation, air conditioning) e.g. solar panels
- (viii) Automatic lighting

Appendix 10 – Statement of Needs

The Design Brief showing the desired features of any changes and the reasons why they are important

What	Why
1. Key External Design Features:	
a) To present an open and welcoming appearance to the local community, indicating 'openness' to all	Currently the visual presence of Hillside to the community passing on a daily basis on School Lane is one of a large church building, with closed doors, behind metal gates that are locked for the majority of the time. In addition the church hall predominantly 'serves' the church and is 'hidden' away 'out of sight' at the rear of the church. The team believe that it is vital to change this
b) A joint entrance area to both church and the new building, including expansive glass areas	Breaks down/removes the physical and sometimes mental barriers currently in place. It will create interest and inquisitiveness as people enter the building. In addition it will remove the impression that the church is 'closed' and inaccessible except on a Sunday. Will provide the opportunity to publicise events and activities to everyone entering the building, and will enable continual contact with the village community
c) More than one entrance, which should provide a welcoming feel	This will enable the facility to be used by separate groups at the same time without disruption or interruption
d) The 'finish' of the building to be a mix of traditional and modern using modern construction techniques and materials, whilst maintaining a sympathetic cohesion with the existing sanctuary.	To create impact, future proofing, welcoming, but always having its own identity. Minimise future maintenance costs.
2. Key Internal Design Features:	
a) A direct pathway or corridor between the Sanctuary and the Church Hall	Convenient, weather protected access. Ease of transit to and from church before, during and after worship as well as at other times
b) A large hall which can be adapted for use by different groups. Potentially with folded partitions, preferably sound-proofed	To provide more flexible facilities which in turn would provide more opportunities for different groups to potentially use the facilities, as well as better meeting the needs of some of the groups who currently use the facilities. Will also ensure that the running costs are minimised.
c) A large kitchen and a separate smaller kitchen linked to separate rooms/facilities. Fully-fitted kitchen with commercial dishwasher in one and other electrical appliances	Nearly all groups who were surveyed stated that the current kitchen facilities were an issue. Currently it is very difficult and sometimes impossible for two separate groups to use the kitchen at the same time. In addition the size of the current kitchen makes it very difficult to cater for large events/occasions. Would facilitate two groups using the building at the

What	Why
	same time.
d) Area for serving and drinking refreshments – e.g. tea, coffee etc.	Currently everyone is ‘jammed’ in to the entrance area of the link building after worship. Providing a designated ‘cafe’ area would provide a much more relaxed environment, and also the opportunity to begin providing drop in ‘cafe’ facilities and possibly even meals during the week
e) 4 or 5 separate rooms/area for use by the Youth and young children on a Sunday (this section needs some more work)	Sunday is ‘chaotic’, crèche and GTFG share the same area, Youth Group are often ‘squeezed’ into the rear of the Link building, there are no break out areas and inters are using a room which doubles up as an office.
f) Two sets of Men’s and Ladies’ toilets together with disabled facilities. At least one set to have direct access without disturbing users of the building.	The current building configuration makes it very difficult (and sometimes impossible) for the current toilets to be accessed when activities are happening in the hall
g) An office	Currently the office equipment (photocopier etc.) is located in one of the meeting rooms. On a Sunday the current room is also used before and after worship making it very difficult for the ‘Inters’ group leaders to set their session up and also to end it without interruption
h) A quiet room	This would provide a specific place for confidential discussions/meetings to be held and also for small prayer groups to meet
i) Storage areas next to the hall, meeting rooms and kitchens	Would ensure that the building looked presentable at all times. Nearly all groups who were surveyed stated that storage was an issue. The current arrangements leave the current rooms and meeting areas looking untidy and cluttered.
j) Doors with glazed panels	Gives the impression of space and light and also a welcoming ‘feel’. Also safeguarding users, in order that people aren’t ‘closed away’.
3. Other Initial Thoughts:	
a) Stackable chairs and tables	Keeps space required to store these to a minimum, and will help to ensure a ‘tidy’ look and feel
b) Banks of sockets which are easily accessible	Ease of use for all
c) Rooms equipped with future-proof IT and audio-visual equipment	Efficient running costs and ease of use for all
d) Hygienic refuse disposal unit/area	Efficient running costs
e) A facility with efficient HVAC (heating, ventilation, air conditioning) e.g. solar panels	Efficient running costs
f) Automatic lighting	Efficient running costs
g) Increased and improved car parking facilities	Current on-site parking is limited

Appendix 11 - The current leadership team and voluntary workers at Hillside Church Leadership Team

Senior Steward

Paul Barron

Stewards

Steven Amos

Andrew Aspden

Karen Aspden

Pat Chaplin

Beryl Frankish

Chris Rhodes

Helen Shirbon

Carole Taylor

Louise Taylor

Ton van der Linde

Minister

Rev. Graham Cutler

General Help

Hillside currently has approximately 100 people who help the Church in various ways e.g. leading groups, making tea, general helping out when/where there is a need.