

Feasibility Study into the Conservation of and Future Use of 7 Manchester Street, Morpeth.

Summary

This feasibility study, sponsored by the National Heritage Lottery Fund and Northumberland County Council, examines the options available for the conservation of and future use of a significant historic building in Morpeth, Northumberland. A range of options were drawn up by a conservation architect, based on careful consultation with the community, which were further discussed with the community. The lead option was selected and a carefully costed business plan developed.

Location and Statutory Designations

No.7 Manchester Street, Morpeth, NE61 1BH
Grid Reference NZ 19781 86189

Owner

The building is owned by the Morpeth Parish of the Church of England, officially St Mary the Virgin, Parish of Morpeth (the Parish). As is usual with the Church of England, a property owned by a parish is held in trust by the Diocese.

Conservation Status

The building is outside the Morpeth Conservation Area but the boundaries are currently under review.

Heritage Category

Grade II Listed (List UID 1042727)

Date first listed: 22-Aug-1986

Statutory Address: BOYS BRIGADE HEADQUARTERS, MANCHESTER STREET

Detail: Boys' Brigade Headquarters, formerly Wesleyan Chapel. 1884. Ashlar facade, brick to rear. Welsh slate roof. Perpendicular style. 2 storeys, 3 bays. Centre bay, flanked by buttresses, has 2 Tudor-arched doors with multi-moulded surrounds and ogee hoodmoulds. Large 5-light arched window above with 2 transoms. Flanking bays have 2 tiers of 3-light windows with cusped ogee heads to lights.

Listing NGR: NZ1978186189



Manchester Street Feasibility Study

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1. The Project

Background

The building at 7 Manchester Street, Morpeth, locally known as the Boys Brigade Hall, is a well-known feature of Morpeth. It is in a dilapidated state and therefore underused but has the potential to return to playing a key role in the community. Its location is central and accessible; Manchester Street has a mixture of commercial and residential properties and is between the shopping centre and Morpeth's main school. The bus station and several car parks are nearby.



Fig. I - Stone ashlar facade



Fig. II - Rear brick facade



Fig. III - Relieving arch detail



Fig. IV - Stone detailing



Fig. V - Side Detail



Fig. VI - Currently hidden hall oculus window detail

As can be seen from the photographs, this Grade II listed building has an imposing south façade, built in stone ashlar, facing Manchester Street. The north elevation, also attractive, is of brick with several stone features, including window surrounds and mullions. It fronts onto the car park next to St James' church. The eastern side is a party wall so is mostly concealed. Although some of the western elevation is a party wall, perhaps two-thirds of it are visible, forming another attractive elevation of brick with ashlar stone features.

The building is on three levels: the ground floor is at the level of the St James car park; the main hall is a few steps above the level of Manchester Street and above this is a gallery looking over Manchester Street.

The building is currently used as a meeting hall for the Morpeth Boys Brigade and other groups of young people. It belongs to the Morpeth Parish of the Church of England (the Parish), who are legally obliged to use it for young people in the

community of Morpeth. The Boys Brigade has been the main user of the building for many years but, recently, they formally asked the Parish to take over responsibility for the building. This change acted as a catalyst; the Parish began a project to refurbish the building and restore it to its role as a centre for young people in Morpeth. This Feasibility Study is the first step in this project.

Manchester Street Project

The Parish has begun a major project to reinvigorate this building, this feasibility study is Phase I of the project.

The project's vision is to conserve and adapt 7 Manchester Street as a vibrant centre in the heart of Morpeth offering support and activities for local children and young people. Its aims are

1. to provide a safe, welcoming and inclusive environment
2. to provide services that help children and young people to reach their full potential
3. to maintain and protect this central and important building, interpreting its history, its architecture and its significance to Morpeth
4. to support its future use by generating income through a blend of grant support, charitable donation and commercial lettings of building space
5. to work collaboratively with stakeholders within the community to ensure that the needs of the community and, in particular, the needs of children and young people, are met.

Plan

The Parish, with Greater Morpeth Development Trust as partner, approached the National Lottery Heritage Fund and Northumberland County Council for funding of this feasibility study. The Parish gratefully acknowledges the generosity of these two funders for their contributions and support. The terms of the funding are:

To conduct a Feasibility Study:

- To carry out consultation exercises in the community
- To engage a conservation architect, supported by a Quantity Surveyor, to produce a series of options based on the community consultation An audit of the skills of the Parish and training to address skills gaps
- To attend community consultation events
- To develop an outline business plan
- To make high visibility acknowledgement of the National Lottery Heritage Fund.

Execution

The Parish appointed Project Team carried out the Feasibility Study. Greater Morpeth Development Trust were paid to participate, the other six team members were volunteers. The skills of the team included:

- Project management of heritage building work
- Fundraising
- Accountancy

- Community consultation and market research
- Links with the community and with local youth groups
- Experience of working with children and young people
- Business and third sector experience.

A skills audit of the Project Team is given in the business plan section of this report. In addition, it is worth noting that two members of the team work on heritage projects as part of their regular employment. One works on 2-3 projects at any one time, of a value of up to £3million. Another works on up to 4 major construction projects at any one time of a value up to £2million.

The Project Team researched current provision, enquired into the needs and expectations of children and young people and developed a brief from this research to inform the architects and quantity surveyors. The team then compiled a list of suitable professionals and selected from this a short list. The professionals on the short list were interviewed and an architect and quantity surveyor chosen. The architect worked with the quantity surveyor to develop, in consultation with the team, design options. The team consulted the community on these options, evaluated the capability and capacity of the future operator of the building and then researched and agreed a business plan. Throughout the project the Project Team consulted stakeholders in the community.

Funders

The funders have been kept informed of the progress of the Feasibility Study and have been supportive of the changes made necessary by the Coronavirus Pandemic. In particular, the consultation events, which were to have been held in the Town Hall and other venues, were carried out by digital means.

2. History and Heritage

Description

The building was built as a Wesleyan Chapel in 1884, on the site of an earlier chapel. It is gothic revival in style with ashlar façade at the front and brick to the rear, with a Welsh slate roof.

The street facing façade is two storeys with three bays, dominated by an impressive five light traceried window. This window sits about a pair of ogee arched doorways reached by a broad set of steps. The flanking bays have two tiers of three-light windows.

Internally, a small foyer gives access to a staircase serving three levels. The main hall is one half floor above the entrance. Above, a gallery originally opened on to the hall but is now partitioned off. Descending the staircase gives access to the ground level, now a multifunction room with kitchen and toilets. There is also a second staircase from the foyer to the hall.

Despite erosion of stonework and some damage to the windows, the building has considerable presence on the street.

History

The first building on the site was a Methodist chapel, one of 64 founded in the mid-eighteenth century by the religious revivalist Selina Hastings, Countess of Huntingdon (1707-1791). Lady Huntingdon was a prominent follower of the teachings of John Wesley, espousing evangelical Christianity within the established Church of England and favouring open air preaching and hymn singing.

Wesley himself preached in Morpeth at least 24 times after the first occasion in the Market Square in 1748. The impact of Wesleyan Methodism on the masses, particularly the industrial working classes of the North East, was profound and the early establishment of a Wesleyan chapel in Morpeth, the most northerly of Lady Huntingdon's chapels, puts the town at the centre of the history of religious revival.

In 1809, the now independent Wesleyan Methodist Church purchased the chapel, first rebuilding it in 1823 before commissioning the existing building in 1883 from J Oswald and Son for £1,600. Thus the current building is the third on the site. It was designed to include space for a school and vestry on the lower level with the main preaching space in the upper hall. Capitals, decorated with acanthus leaves, a remnant of Lady Huntingdon's 18th century building, survive in the old boiler room of the building. Joseph Oswald's architectural practice produced a series of Victorian pubs and is best remembered for the Central Arcade in Newcastle.

In 1964, the Hall was bought for £4,400 by the current owner, Morpeth Parish. From the start it was intended as the Morpeth home of the Boys' Brigade. The Boys' Brigade, whose purpose was to develop the "virtues of Christian manliness" was the brainchild of Sir William Smith, a Glaswegian businessman. It was the first of

several uniformed youth groups formed at the end of the nineteenth century, pre-dating the Scout Movement by twenty-five years. The Morpeth Company, founded in 1894, was the first to be established in England.

7 Manchester Street continues to act as headquarters for the Morpeth Company of the Boys Brigade, as well as hosting community events such as an annual Boys Brigade Bazaar and activities for the Morpeth Gathering, an annual celebration of Northumbrian folk music, dance and culture. In recent years the deterioration of the fabric of the building, divisions of space, and access issues have made use of the building for these groups increasingly challenging.

Significance

Initial understanding suggests the building is significance in the following areas:

Historical	Aesthetic	Architectural	Community
<p>Site of most northerly of Lady Huntingdon's chapels, central to the religious revivalism of the mid- 18th century</p> <p>Commissioned as a purpose-built chapel, vestry and schoolrooms by the Wesleyan Methodist Church, following Morpeth's long association with John Wesley</p> <p>In continuous use as a Boys Brigade HQ since 1964 by the 1st Morpeth Boys Brigade, the first company to be established in England.</p>	<p>Fine example of Gothic revival style chapel</p> <p>Imposing tracery windows are imposing and have high impact on street</p>	<p>Fabric from earlier chapel incorporated into interior (acanthus columns)</p> <p>Designed by regionally known architecture practice Oswald and Sons, architects of Newcastle's famous Central Arcade</p>	<p>Personal connections through life events (weddings, baptisms, etc)</p> <p>Social and community events in living memory such as the Boys Brigade Bazaar (a huge annual fundraising event) and Morpeth Gathering music and dance exhibitions</p> <p>Memory link with generations of past Boys Brigade members both still resident in Morpeth and further afield</p>

3. Community

Stages of Consultation

The Project Team considered consultation with the community to be critical to providing a plan that met the needs of the community. This chapter is a summary of a separate, and more detailed, report, given in the Appendices. The Project Team is willing to share this with any organisation who wants researching the subject of children and young people.

The process fell into four stages.

1. **Scope Work**, understanding what provision for children and young people already existed
2. **Qualitative Research**, determining what needs were being met and what further needs existed.
3. **Communicate Ideas**, the research informed the brief to Napper, the heritage architect. Napper developed options for the building, which were discussed with the community.
4. **Quantitative Research**, make numerical assessment of the community's response.

Scope

The first task was to identify stakeholders; Children and Young People were at the centre of this group. Various official definitions were considered and the following definitions used.

- Core:
 - boys and girls, 5-25
 - Schools in Morpeth – parents, students and teachers
 - Young people, 16-18, in further education, apprenticeships and training
 - Children, 0-5, and their parents, looking for activities during school hours
- Secondary groups, working with children and young people:
 - Activity leaders and franchises
 - Teachers looking for off-site venues/activities
 - Parents and students in schools outside Morpeth

The next task was to define the community of Morpeth, not just as defined in legal and government terms but also those who consider themselves part of the community. Morpeth has a population of 13,000, although this number is growing due to extensive housing development. It is large enough to be self-sufficient. With a substantial industrial estate, a busy town centre and thriving suburbs, it is home to a wide range of retailers, professional firms and some manufacturers. In addition, it acts as a dormitory to Newcastle, which is 16 miles away. For the purpose of the project, Morpeth was defined as the town of Morpeth and the children attending school in Morpeth. It is important to note that King Edward VI school, an organisation at the centre of life in Morpeth, has a catchment area that extends well beyond the town boundaries.

Morpeth is perceived to be well-to-do and professional, however there are areas of urban poverty in parts of the town and rural poverty in the countryside to the west of Morpeth. About 10% of children in Morpeth are estimated as being in poverty, based on the number of children who qualify for free school meals. It is important not to underestimate the degree of their poverty; the evidence suggests that these children are every bit as disadvantaged as children living in underprivileged areas of Newcastle, such as Walker and Byker.

The third task was to identify and make contact with community organisations that aim to help youth and children, described in detail in the appendices.

The Team conducted a survey of buildings and other resources available within Morpeth for formal and informal activities by children and young people. This survey is available as **Appendix 1**. Buildings listed in this survey include the town hall, four community centres, various school buildings, some sports clubs and a range of smaller halls and rooms for hire.

Qualitative Research

The Project Team used the qualitative research technique of interviews to gain an understanding of the needs and aspirations of the children and young people of Morpeth. This qualitative work was used as part of the brief to the architects. Once the architects had completed their work, their designs were used as the basis of community communication, discussed below. The results of the qualitative research and of the community communication were brought together and into one report, Full Community Consultation Report, which forms **Appendix 2**.

The Project Team selected for interview children at secondary and primary school level as well as adults who come into contact with them, the basis of selection was to speak to a wide range of children of differing ages and backgrounds and to speak to adults with specialist knowledge and relevant experience. The table below gives numbers of respondents for all stages of research.

The interviews were coded and analysed and the results fed into the architects' brief. Research was conducted between October 2019 and February 2020 so was pre-Covid and thus conducted face-to-face. In summary the findings were:

1. King Edward VI School, and its range of extra curricula activity, is a prominent feature of the community.
2. Adults, not only parents and carers but also employees and volunteers, are essential to a successful project.
3. It is important to recognise a significant subset, say 10%, of children are deprived.
4. There is a wide range of potential activities that could be hosted in the building. In no particular order:
 - 1) Soft play area.
 - 2) Space for the activities of the Boys Brigade and other uniformed youth groups, probably large meeting space to hold parades, currently the size of the current upper hall.
 - 3) Hanging Around/ hanging out area, with a secondary purpose such as helping with relationship issues, disguised as a primary purpose.

- 4) Ancillary to this a need was identified for private rooms for counselling.
- 5) Feeding off this, provision of counselling and therefore need for private space.
- 6) Homework, study area.
- 7) IT support. Kids with no laptops. Help with managing their apps and security.
- 8) Drama space, a stage and flexible seating.
- 9) Cinema space, a screen and flexible seating.
- 10) Cookery and coffee bar.
- 11) Duke of Edinburgh Award

Note that sport was excluded from the research as the team's analysis before conducting the research showed that Morpeth was well provided with these facilities. Specifically, the Council is building a new leisure centre in Morpeth.

5. Adult helpers, both paid and volunteer, are essential to any project involving children and young people. The wide range of programmes involving children and young people in and around Morpeth involve a large range of adult helpers. There is a wide variety of training for those who want to work in this field.
6. Young children expressed a desire to learn more about the history of Morpeth.

Heritage Architect and Quantity Surveyor

The research and consultation described so far in this chapter was used to construct a brief to the short list of professional advisors. The firm of selected was Napper Architects of Newcastle, whose work, shown below in *Chapter 4. Design Team Options*, was therefore based on these findings.

Community Consultation

Northumberland County Council and Morpeth Town Council hold joint public meetings, known as Morpeth Forums, in the town hall. These are used to introduce the community to projects and other activities and offer the opportunity to discuss projects with the people managing them. The Team participated in one of these as spectators to learn how they work and to prepare for the task of attending as exhibitors. This was in 2019, before Covid-19 made public meetings impossible.

An essential prelude to the Morpeth Forum is the Forum Meeting. At these Forum Meetings both officials and elected representatives from the county and town councils speak to those putting on projects in a confidential setting. This allows the councils to discuss and agree fundamental points about a project with those managing it before any concept is shown to the public. The Project Team attended two of these Forum Meetings, one in the council offices and one, after Covid-19, online. The first meeting was to acquaint the councils with the scope of the project, the team members and the project objective. The second was held after heritage architects, engaged by the Project Team, had developed options for the buildings. These options, in the form of detailed plans and background explanations, enabled the councils to see how the project was progressing. One of the critical points of discussion was ensuring that the project did not overlap with any other activity in the town and to check that no opportunity fell into the gaps between projects. Another important talking point was the practical issues that are an inevitable part of any such project, such as access and car parking.

The step following this second Forum Meeting would, in normal times, be for the Project Team to attend the public Morpeth Forum in the town hall. Covid-19 restrictions, however, prevented this from happening. The Project Team created an Online Forum, which was carried out with the full support of the councils and was widely promoted on social media and in the press. Two publications in particular that supported it were Morpeth Matters, a Facebook-based community magazine restricted to those who have a link with Morpeth and yet still has an audience of 23,000, and the local newspaper, the Morpeth Herald, which has both a traditional and an online format.

Community Consultation Numbers of People	
<p>Adults In-depth interview: scheduled appointment, 40-60 minutes, unstructured interview against agreed research priorities. Written record, coded for report. Conducting, recording and analysing time is 2 hours per interview.</p>	21
<p>Children / Young People In-depth interview: scheduled appointment with adult-supervised group, 40-60 minutes, unstructured interview against agreed research priorities. Written record, coded for report.</p>	246
<p>Stakeholder Business-style meeting: scheduled meeting to discuss stakeholder perspective. Written record kept, discussed with project team in monthly meetings. Time for each interview: about 1 hour.</p>	29
<p>Quantitative Survey, adults Digital online survey requiring respondents to answer questions on the Project.</p>	109
<p>Quantitative Survey, children / young adults Digital online survey requiring respondents to answer questions on the Project.</p>	25
<p>General Publicity Description of the Project and explanation of its goal in the main local newspapers, both paper and digital. Note these are total circulation figures added together. All ages</p>	35,200
<p>General Publicity Description of the Project and explanation of its goal, direct email. Children and Young People.</p>	520

Quantitative Research

The final stage was to carry out quantitative research into the reaction of the children and young people of Morpeth to the proposals. The research took place during June and July 2020, at the same time as the online forum activity described above.

The technique used was online quantitative research, with a questionnaire developed by a member of the Project Team and a professional market researcher who gave this assistance for free. Questionnaires were delivered online, using SurveyMonkey, the world's largest online survey tool. The Project Team used volunteer members of the Student Council of King Edward VI school. This ensured full compliance with data protection regulations, a critical element of any market research and particularly important with under-age respondents. Another advantage of using an established research platform is that the coding and quantifying of responses is done automatically, saving considerable time and money.

The main findings were:

1. The community as a whole is strongly in favour of saving the building.
2. The community wants to learn more about the building, its history and its heritage.
3. Young people and children were generally in favour of the activities identified by the interview stage.

Building: there was widespread support for saving the building, with 87 per cent of respondents in favour of retaining the Hall, this supports the overall aim of the project, refurbishing the building and bringing it back into full time use. The majority of respondents had been in the Hall at some stage so could see the potential in the building. However 36% said they had never been in the Hall and 28% said they knew nothing about its history. Thus, whilst the majority of people are aware of the history of the Hall and its significance in Morpeth town centre, there is a clear need and opportunity to provide interpretation of the building to all visitors and this finding supports this aim.

Activities: the top three activities young people wished to see in the Hall were:

- A cinema
- Space for sports
- Social space

These answers have been taken into account in the architect's feasibility study. A screen is included in the plans and there is space for organised activity. The Project Team, however, has reduced the emphasis of cinema and sport as the Council is clear in its intention to provide digital technology for showing films in its St James' Centre and in the Town Hall, and is building sports facilities in the new Leisure Centre in the centre of town. Where the design most strongly matches these needs is regarding "social space". This need echoes the wish that was expressed in so many of the interviews, the desire for a space where they feel no pressure and can be themselves. They are asking for the opportunity to have "time and space during childhood in which to learn social skills, to relate to others and to simply enjoy oneself". A related use of "social space", but one in which there must be a greater degree of adult supervision, is quiet space for reading and homework.

Free Time: when asked how much of their free time they spend in Morpeth, the under 25s replied: 53% spend their free time in Morpeth after school and 54% in the evenings on weekdays. At the weekend the most popular time was Saturday afternoon, with 70% spending Saturday afternoon in Morpeth. Regarding organised activities, such as clubs, music lessons, uniformed organisations, 83% of young people said they spend less than 50% of their time in organised activities, while 32% spend less than 10% in organised activities. Responses on this topic point to the need for a safe space for informal meeting and socialising opportunities which echoes the questioning about the top three activities.

4. Design Team Options

Selecting and Appointing Professional Support

The three-stage process of appointing an architect began with members of the Project Team, in particular the Greater Morpeth Development Trust (GMDT), creating a long list of suitable architects. They selected these by researching good companies and from their knowledge of the industry. The criteria were competence, particularly in the specialist area of heritage architecture and a track record of working on grant funded projects.

The team then drew up a brief, stating the objectives of the project and setting out the criteria for consideration. Only accredited conservation architects were considered for the project, accreditation required was Category A AABC (Architects Accredited in Building Conservation), or equivalent. Certification was requested. Examples of three heritage projects relevant to the Manchester Street project were requested, along with reference contact details. Insurance cover was required and a site visit strongly recommended. The brief was sent to all architects on the long list.

All architectural practice requesting a site visit were accompanied by a team member and given the opportunity to view all aspects of the site. Fortunately, site visits were scheduled during January 2020, so took place before the pandemic had taken hold. The deadline for responses to the brief was Monday 3rd February, from these a short list of 6 suitable applicants was chosen. Four members of the team participated in a panel interview of these six on Monday 24th February and recommended Napper at the monthly formal team meeting. The selection was confirmed in writing to Napper and the other firms on 26th February. The team scheduled a site meeting with Napper shortly thereafter, which meant that Napper were equipped with drawings before the Lockdown began in early March.

The Project Team was ready to follow the same procedure as described above in selecting a quantity surveyor. In the event, Napper recommended Thornton Firkin, a firm experienced in this sort of work, and the Project Team accepted this recommendation.

Napper's Work

Napper offered the Project Team several options for the configuration of the building. Both Napper and the Project Team were keen to ensure that all possible options were considered before settling on the final proposed designs. Napper's report, which is given in full in the appendices, covers the range of options in more detail while this chapter gives a broad view of the options and the final selection. Please note that the drawings in this chapter are available in Napper's report in higher resolution. Napper's report is **Appendix 3**.

User Groups

The Project Team provided Napper with a single document that summarised all their community consultation to date. Napper based much of their work on this by

reviewing the analysis with the intention of grouping potential uses. They produced a hierarchy of three broad groupings that could be achieved within the existing building. They discussed this with the client, confirming that future flexibility of the building would be an important part of their plan. The main three groups:

- Activity (Blue)
- Leisure (Green)
- Education (Purple)

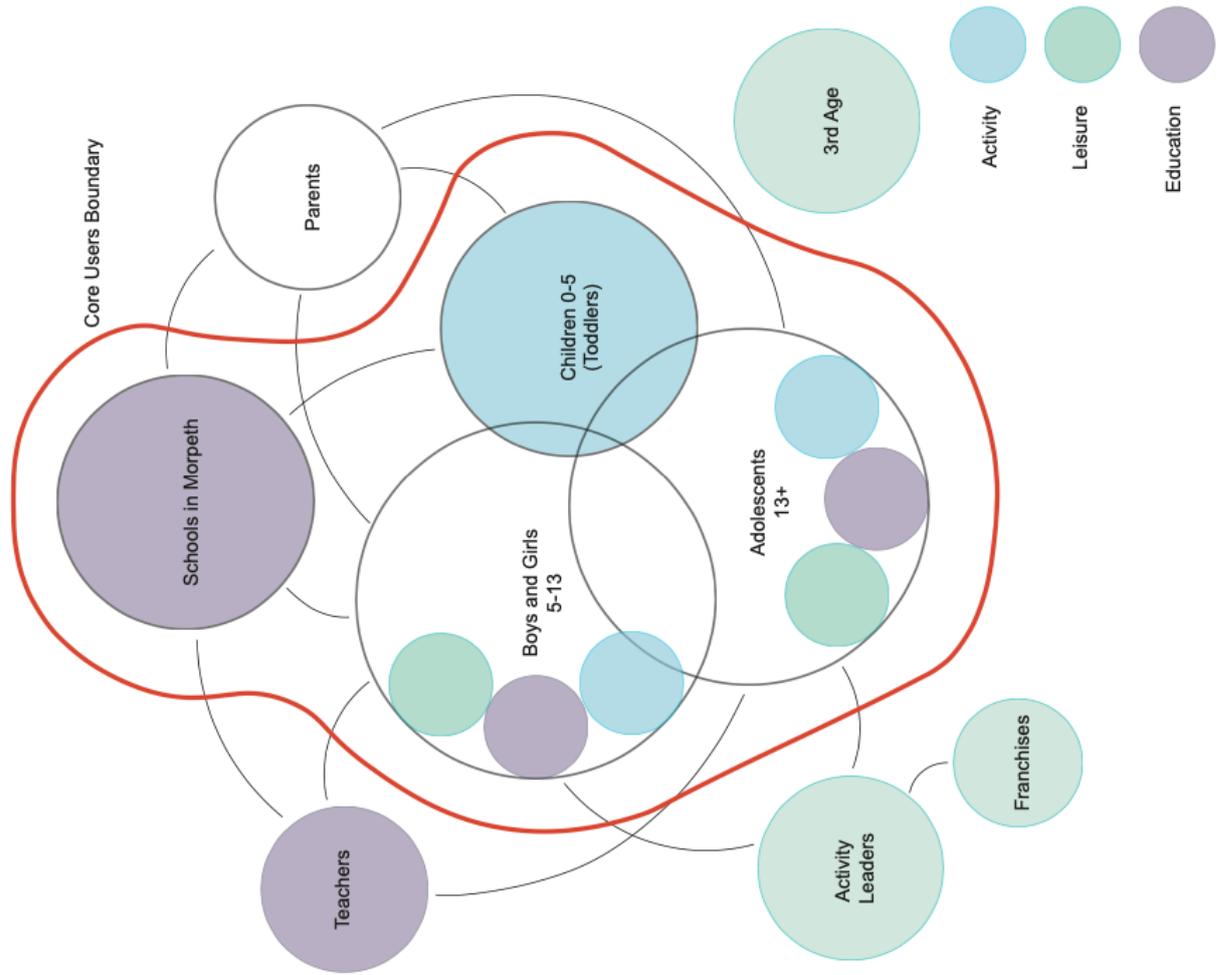
By grouping these spaces together, Napper could identify what requirements each 'zone' would require, and consequently, where they would best be suited within the building. Moreover, it helped identify where links between the different zones could be created and where zones could be separated. All of these spaces however, could intermingle and interact with each other in many different ways.

As identified within the 'Manchester Street Feasibility Study Qualitative Market Research Report Draft II', there are different groups which have been associated as 'youth and children'.

These are as follows:

- Core:**
- Boys and Girls (5-16)
 - Schools in Morpeth - parents, students and teachers
 - Young people (16+), in further education, apprenticeships and training
 - Children, 0-5, and their parents, looking for activities during school hours
- Secondary:**
- Activity leaders and franchisees
 - Teachers looking for off-site venues/activities
 - Parents and students in schools outside Morpeth
 - Older (3rd Generation) users

The diagram to the right explores these different groups and looks at the connections between them. In addition, it shows the demand each different core group has and different requirements. This allows for easy identification of the most in demand use of the building.



Building Constraints

In the current layout of the building there is only one main entrance, off Manchester Street. This entrance serves all 3 main spaces; the ground floor, the hall and the gallery. In addition, the routes through the building are confined to the single staircase that serves the hall and gallery and single staircase that serves the ground floor. Overall, this creates a bottleneck effect in the movement around the building. As a result, this constraint inhibits the full potential of the building, and creates an opportunity to revisit the entrance options and create something which will work for the building better. The building does have an ad hoc fire escape to the rear, via an adapted window to the existing Northumberland County Council (NCC) car park beyond.

Looking at the options available for the building, which is quite constrained on all four sides, leads to the possibility of a new rear entrance which would serve the ground floor. Napper recommended that access should be explored and agreed with NCC in principle as part of the project. This new entrance could serve a large space of the building, and would reduce the overall flow of people in through the front of the building. In addition, it allows the possibility of the ground floor acting in its entirely own entity as well as providing alternative service access.

Napper drew the Project Team's attention to the need to negotiate the moving or removal of car parking spaces from the rear car park with the owner, Northumberland County Council. This work is being carried out as part of the Interim Phase, see Chapter 6. Next Steps.

The diagram below expresses the issue of the single bottleneck entrance. The red line demonstrates the existing flow into the building, concentrating around the small entrance area. However, the Blue lines demonstrate how a new entrance would reduce pressure on the existing entrance but still allow a connection between the spaces.

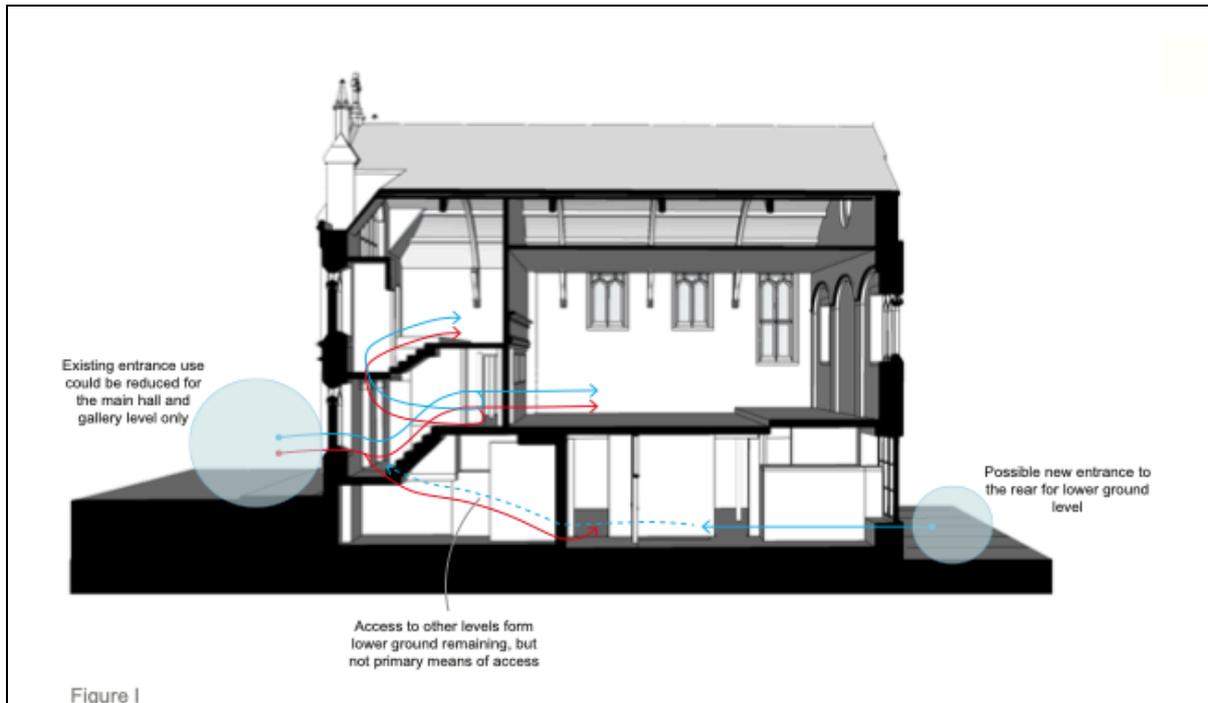


Figure 1

Diagram: current and proposed flow into and out of the building

The Project Team asked Napper whether the space in the roof could be utilised. The diagram below addresses this question. Although one could technically fit a space within these confines, the gain of floor area (roughly 10m²) is small and the cost to provide this insertion would be disproportionately high. The Project Team discussed this diagram with Napper and agreed to discontinue this line of thought.

Overview

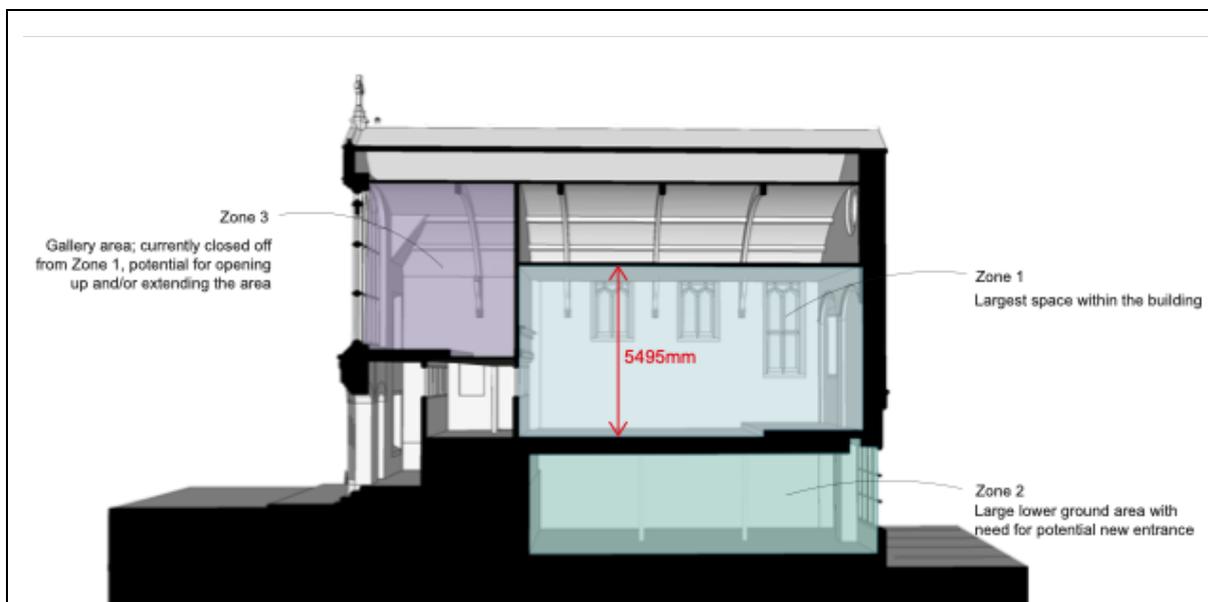
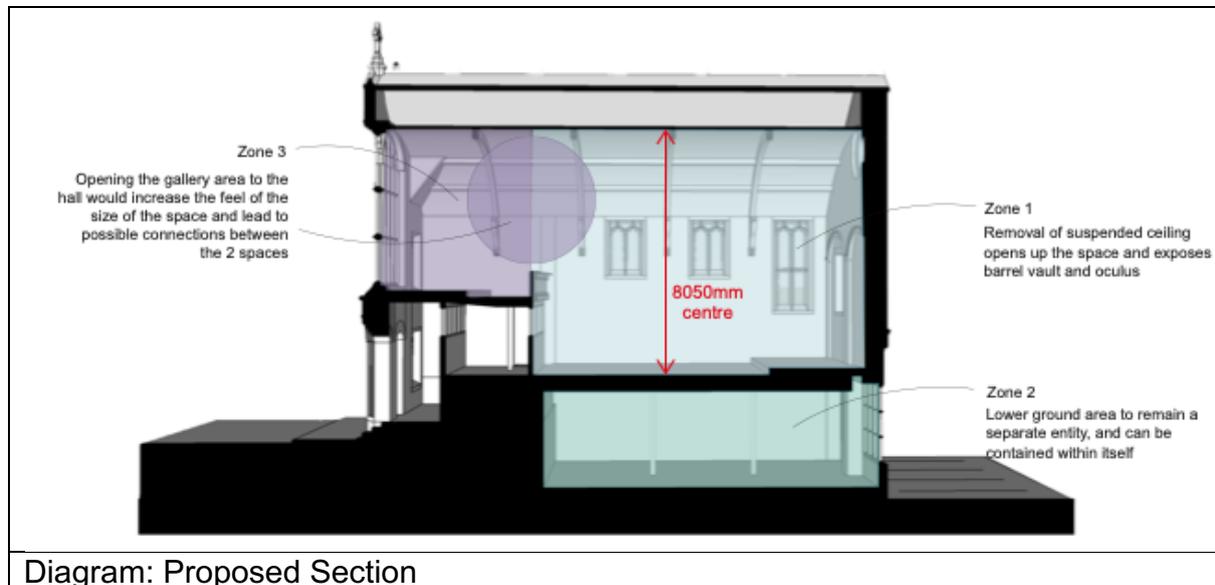


Diagram: Current Section

Based on the current layout of the building, as shown by the diagram above, one can divide the space into 3 main zones;

- Main Hall
- Ground Floor level
- Gallery level



These main zones act as the principal way of dividing up the space. The bottom diagram simply shows how removing the inappropriate suspended ceiling and removing the partition between the gallery and hall can create a completely new feel to the building and unique interaction between the two spaces. By simply removing these inappropriate interventions, it creates a feel of what the building once was, and exposes the impressiveness of the hall space. It allows there to be a connection between the two upper spaces as mentioned, but also the possibility to keep them separate but establish a visual connection between the two.

As shown on the diagrams, the heights of the hall are:

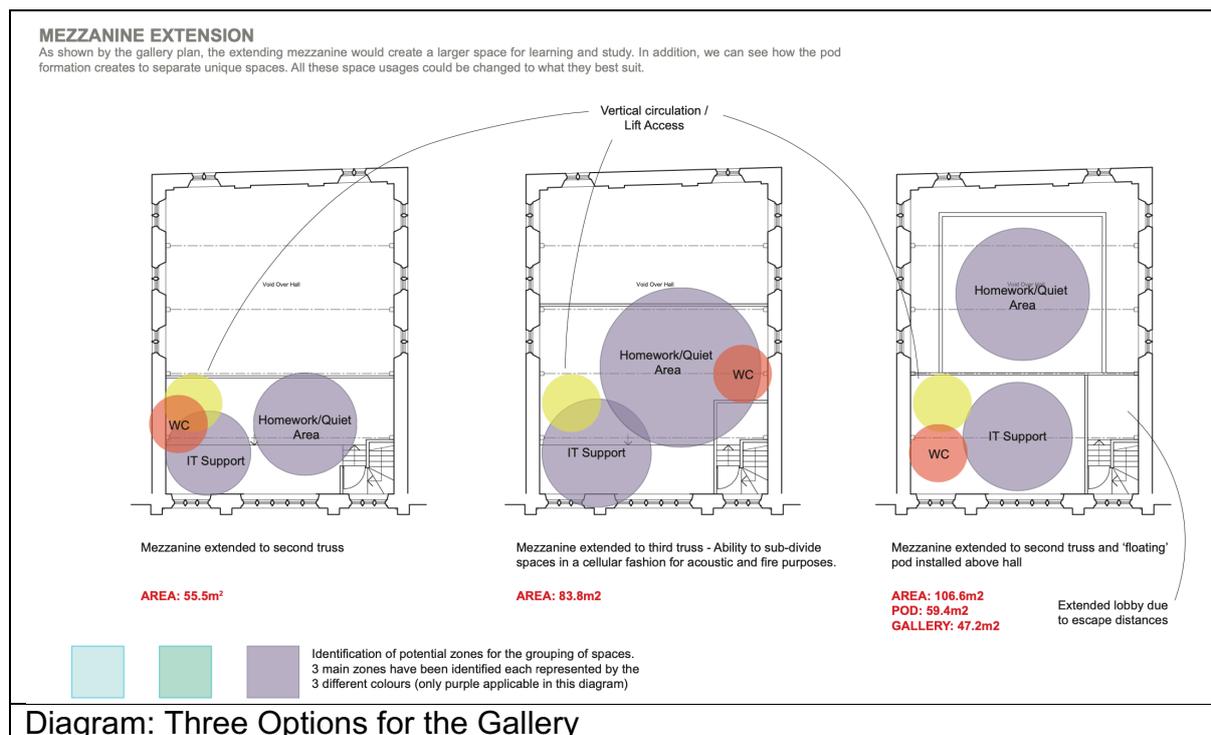
- To suspended ceiling = 5.495m
- Centre of barrel vault = 8.050m
- Edge of barrel vault = 5.676m

Design Options

Napper used the colour-coding developed for the three user groups to give an overview of how each level would work in the building's existing configuration, as shown in the diagram below.

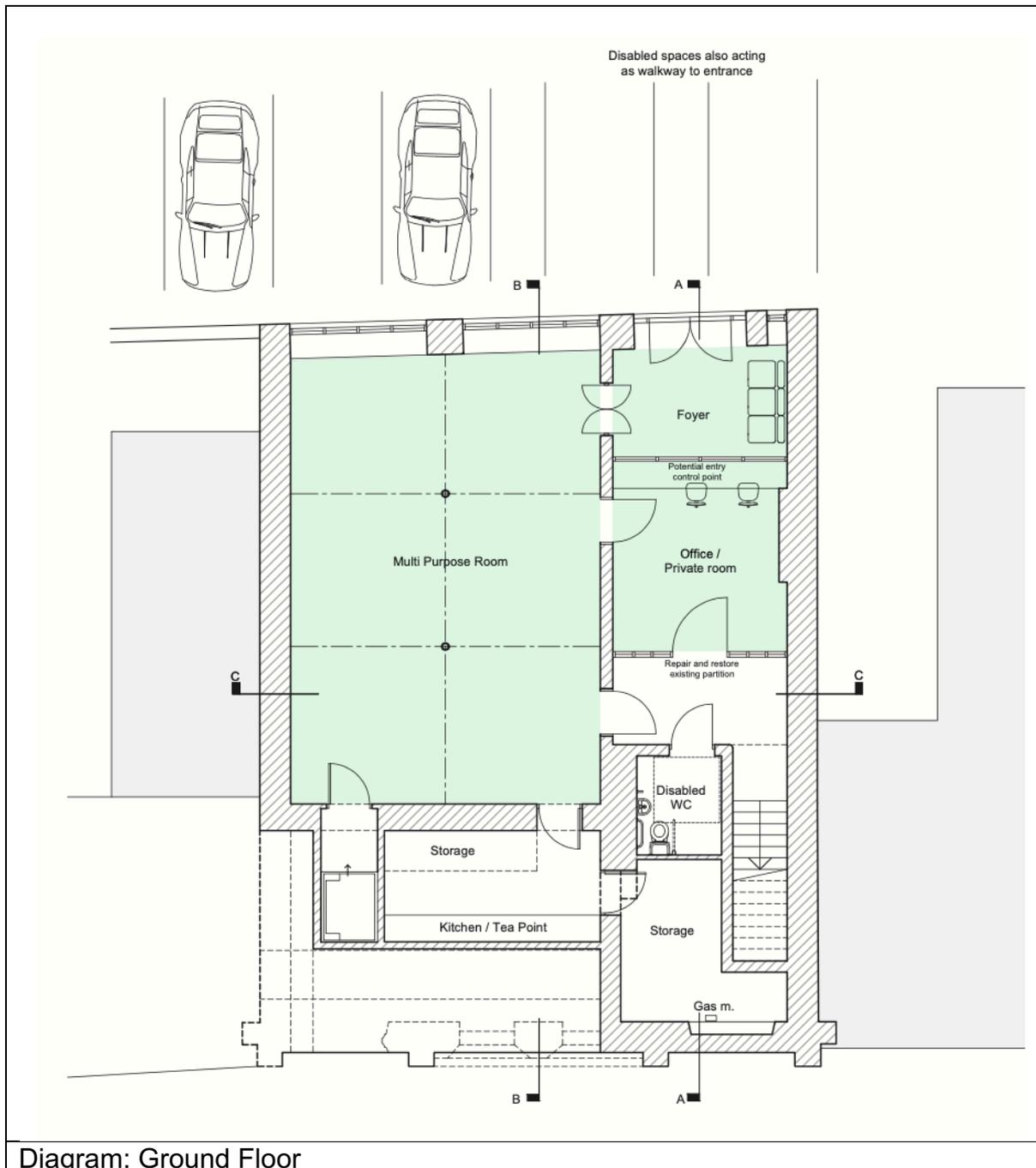


Building on this, Napper looked at ways of altering the internal space to enhance these proposed uses. The first place they looked was the Gallery, for which they offered three options: to leave it as is, to extend it into three bays of the building or to build a pod extending above the main hall area. These options are illustrated below.



Ground Floor

Napper next turned their attention to the need for an entrance from the car park. They proposed a new entrance and reception area, combined with an office from which the building and the project could be run. The reception area flows into the main meeting space, as illustrated below. A new entrance breathes life into this space, allowing it to act completely independent of the upstairs spaces and allowing for better flow and control of people.



Note that Napper propose lift access to this space, available for disabled users, accessed from the south-eastern corner of the room. This lift will communicate with both other floors as can be seen on the relevant floor plans.

The provision of a quiet private room for counselling was stated in the user group feedback, as was the need for an office. This new room could function as either or both of those functions. A glazed screen to the foyer would provide secondary lighting, as would repairing and restoring the original timber partition on the other side. The office can also act as a point of control for the reception space, where there will be seating for people waiting. In turn this could be used as an ad-hoc secondary meeting space.

Napper recommended that, as part of the excavations for the lift, the builder should carry through the opening up of this space to create a new kitchen/tea point and also access to storage. A new access to the remaining old boiler room would be accessed from this new room, making full potential of all spaces available. Since the ground floor extends all the way to window lights at pavement level in the south-east corner of the building it is possible that the ground floor extends some or all of this way to the south-west corner. Once building work begins, these investigations can be completed.

The creation of the new entrance and reception area will remove the old toilet provision. Napper recommend a new Part M compliant disabled toilet to be located in part of the area of the old boiler room. As can be seen from the plan, storage space has been provided in the old boiler room area, and also immediately in the kitchen room for larger items which may not be able to navigate through to the dedicated store.

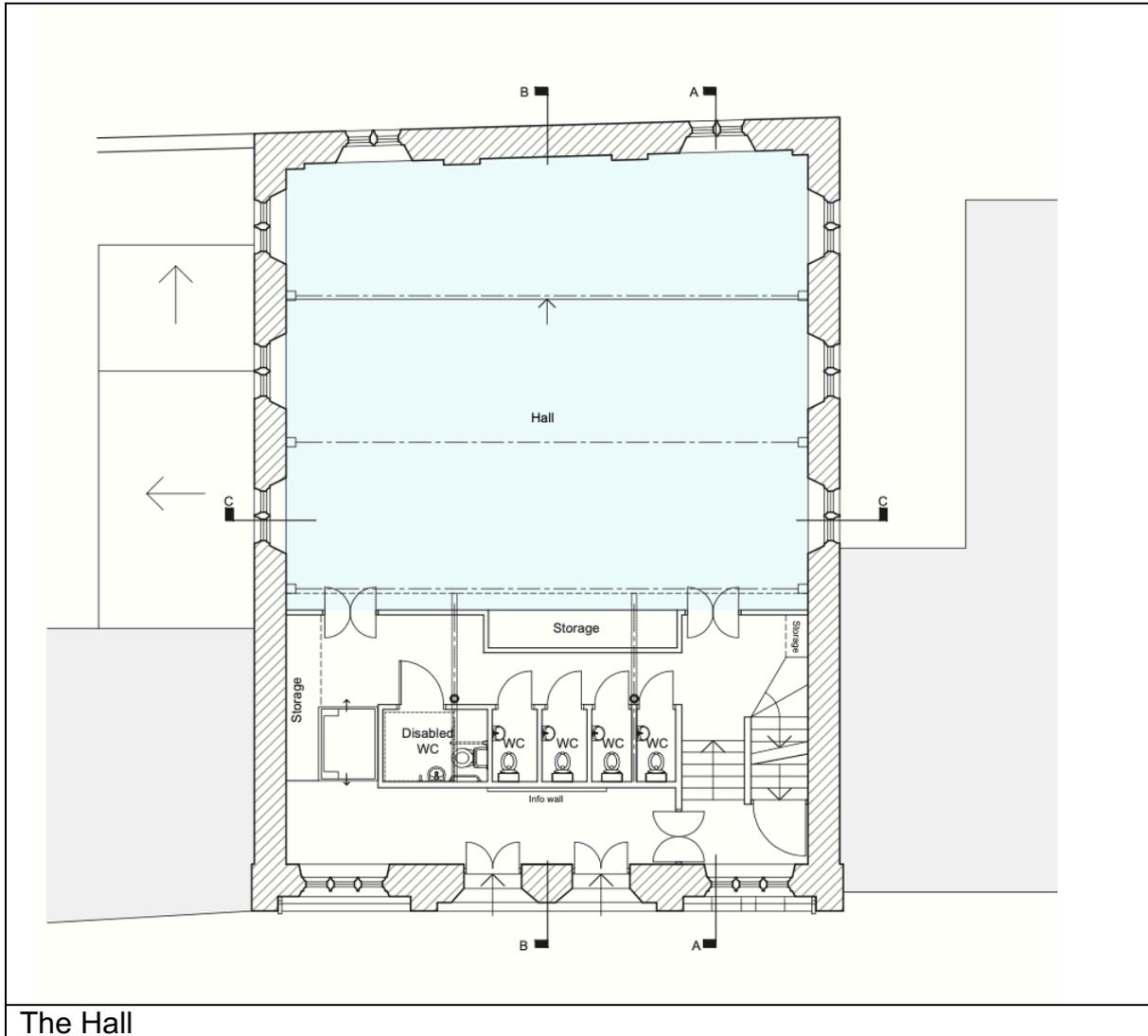
Access to the upper levels will remain via existing staircase.

Hall

One of the key aspects of re-purposing the building is to bring it up to the correct accessibility standards and also sanitary provision. The Hall level has been re-imagined, and looked at as a space which can act independently. The new provisions to the hall include sufficient toilets to serve a larger number of people, and lift access from the entrance to the hall level.

The Hall has the ability to be completely closed off if need be, and access to all other areas still remain open. This allows the hall level to act as the primary location for the toilets with a single accessible facility provided at each of the other levels.

The hall will be a multipurpose space, enabling a wide range of activities including a meeting space for organised youth groups, a performance and rehearsal space, a conference hall, a dining room for large functions, a cinema and many more. There will be provision for a moveable stage and for seating. The seating will be folding chairs; they can fit into the space marked Storage just to the south of the blue area on the plan.



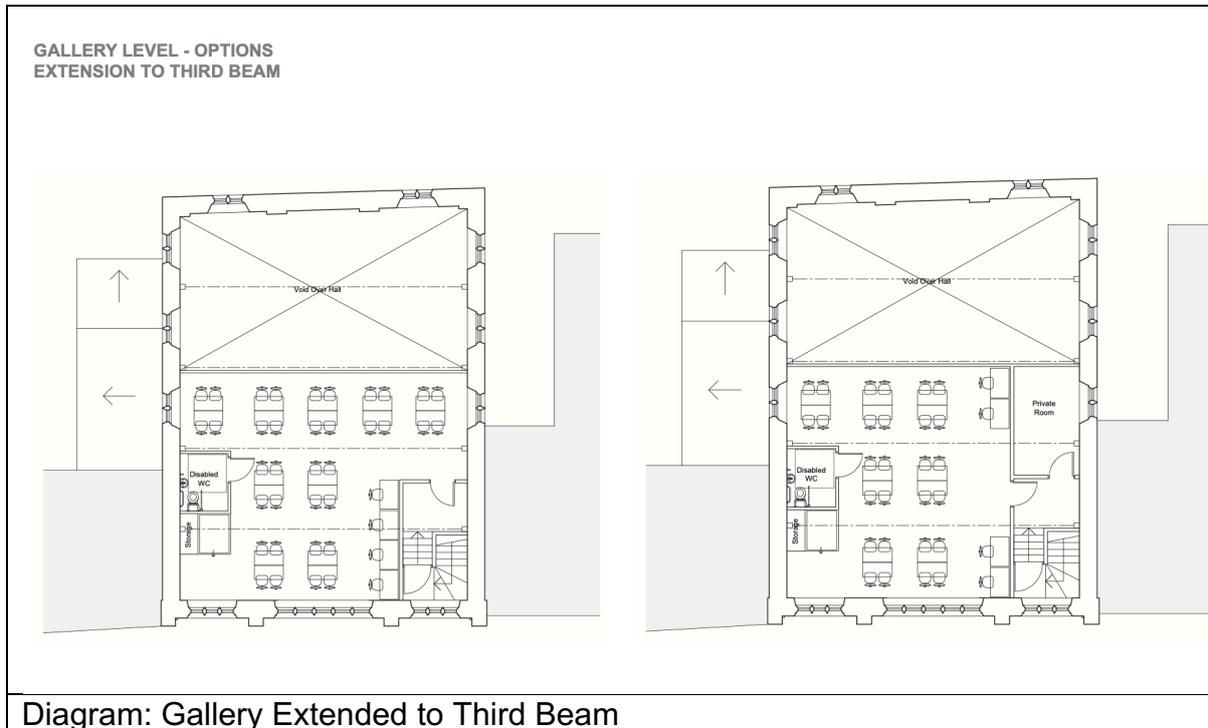
The new layout also focusses on exposing the original structure, primarily the two structural columns and their capital details. These features would be exposed in the new open corridor which runs to serve the toilets and circulation. Storage provision is of course essential for an activity space, therefore a wall storage area is available for direct use into the hall, as well as storage next to the new lift in the corridor. Moreover, with the large storage room in the ground floor, this could also be used.

Both of the original doors giving entry from the street would be in use, opening into the existing entrance. Once this is opened up it will provide a large and welcoming area. This large area and generous wall space will be the focus of all heritage interpretation. [Jake: suggest continually refreshed, collaboration with Antiquarians.]

The existing staircase would be refurbished and there is the potential to remove the door at the head of the stair down to the ground floor with the upgrade to the fire systems within the building.

Gallery

As mentioned above, three options were offered for the gallery. These are given in detail in Napper's report in the appendix; this chapter will focus on the option which was finally selected; to extend the gallery to encompass three bays. It is worth noting that one of the main features of the building is the large 5-light arched window with tracery and 2 transoms. It is above the entrance doors so is in the right position to flood the gallery with light. Only by opening up the gallery can this feature be fully appreciated. The Project Team were convinced that opening up the gallery was the correct course of action, the discussion remained as to how this should be done.



The Project Team discussed the options at length, noting that the pod option might be too expensive and that both the pod option and the three-bay option might overshadow the main hall. The main hall, once again reaching to the roof after the removal of the false ceiling, would provide a splendid space so it was important to check that extending the gallery would not detract from it. Napper conducted the exercise and were able to demonstrate the effectiveness of their design. As the diagram shows, if the hall is being used

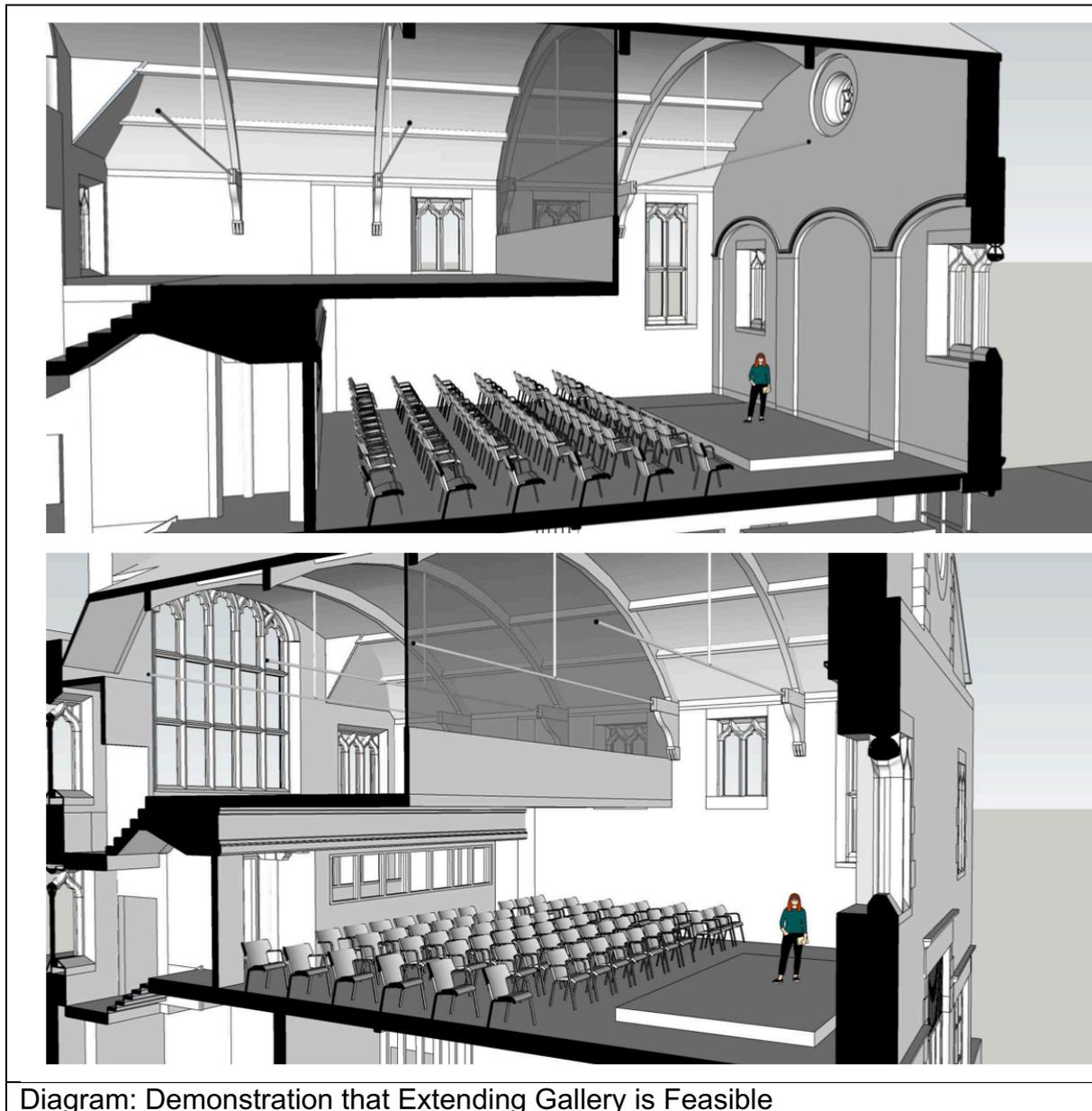


Diagram: Demonstration that Extending Gallery is Feasible

Costs

Napper and Thornton-Firkin ran a thorough costing exercise. The summary page is given below; it must be emphasised that this is the summation of 17 pages of detailed costing. The full costings are in Napper's report, which is in the appendices.

		Redevelopment of Number 7 Manchester Street, Morpeth		
Description	Quantity	Unit	Rate	Total £
Redevelopment of Number 7 Manchester Street, Morpeth				
COST PLAN - VERSION A REVISION B				
Summary				
Building Works				927,555
Preliminaries			15.00	139,133
Contingency			5.00	53,334
Sub Total				1,120,022
Professional and Statutory Fees			15.00	168,003
Total				1,288,025
Optional Extras				134,627
Total				1,422,652
Revision: B Page No: 1 Issue Date: 09-Sep-2020				

6. Business Plan

Business Plan Summary

The business strategy for Morpeth Parish Youth Hub at 7 Manchester Street is determined by the needs of the children and young people of Morpeth and the priorities of the owner. These are set out in the previous chapters. First, Morpeth Parish has a strategy to provide for children and young people and has allocated this building to this work. Second, the Project Team listened to the children and young people of Morpeth and learnt what their priorities were. These are set out in 3. *Community Consultation* in detail but, in summary, are for space for informal meeting, for formal activity and for quiet study. The strategy, then, is to create, in 7 Manchester Street, a hub for children and young people that provides space for these priorities. These activities will be supervised and managed by adult employees and volunteers. The business will derive its income from grants and from letting the various spaces in the building when they are not being used by children and young people.

The Organisation

Morpeth Parish already provides care for children and young people in many ways, by providing a community worker, by providing premises and supervision for toddler clubs, homework clubs and more. Indeed, nearly 30% of its expenditure is spent directly on youth projects. That is to say, money for administration, religious and outreach work spent within the Parish that is not fixed costs for building maintenance. Morpeth Parish, therefore, is eminently capable of extending its existing work into a newly refurbished central building and enthusiastically supports the project.

Development of the Project

The designs for the refurbishment of Morpeth Parish Youth Hub are based on the, carefully researched, needs of the children and young people of Morpeth. The ground floor, approached from the car park, will be used as an informal meeting place, fulfilling the need young people have to meet other people and relax in a non-pressurised environment. The first floor provides a magnificent space for organised activities, for rehearsals, performances and film showings or for large meetings. The gallery will be a place for quiet study or for meetings. There will be offices and rooms for counselling and similar meetings where privacy is needed.

Strategic Background

This business model is based on interviews and meetings with similar projects in the North East and uses costings and estimates based on actual experience. Essentially, the Project Team has seen how this business model works and is confident that it can be reproduced in Morpeth. 7 Manchester Street's funding will be from three sources: property income, core funding and project funding. This is shown in the attached budget. The costs, as with all community-based organisations, will largely be salaries.

Project Details

At the heart of the organisation will be the Youth Hub Manager. This, a full time role, will go to a person qualified in youth or community work who has considerable experience in the field and who has developed strong managerial skills. Although the majority of the Manager's time will be spent in representing the organisation and in raising funds, at least 30% of his/her time will be directly with children and young people. In support of this role will be a part time role: Development Worker. This person will also be qualified and experienced in youth or community work; ideally one of this team will be a youth worker and the other a community worker. The Development Manager will focus his or her time 40% on representing the organisation and on fundraising while spending the balance with children and young people. The two people who hold these roles will be at the core of the organisation and will be the key to its success. Similar successful projects in the area are run by people with strong networking and relationship skills, passion for the project and admirable staying power. It is critical to recruit individuals with these characteristics and skills as well as the written qualifications mentioned above. These two roles, the core of the organisation, will work normal office hours and occasional evenings and weekends. During office hours the door will, literally, be open. This open-door approach will provide children and young people with access to support and advice. The next part of the team is the Session Workers. These part time workers will be qualified in youth work and will be expected to run drop-in sessions out of office hours, as mentioned above. The budget shows three sessions per week, each of three hours and requiring two people.

Market Appraisal

The Project Team carried out a thorough survey of venues in Morpeth. This is given in the appendices, and shows a wide range of spaces, from sports clubs and churches and from ballrooms to studio. Prices range from £9 / hour to £42 / hour.

Financial Appraisal - Income

Income will come from three sources:

- i. core grants,
- ii. project grants and
- iii. letting space in the building,

The refurbishment of the building and the running of the Morpeth Parish Youth Hub require grant funding, so the Project Team will build partnerships with grant giving bodies that cover both capital and revenue grants. Many grant giving bodies provide both capital and revenue funding, this report sets out, in the Appendices, a list of both types of potential funders.

The business plan is solely concerned with the running of the project in the building, not with the refurbishment of the building. It is therefore concerned only with revenue grants. The Parish already regards many listed in the Appendix as partners; several of which have shown their generosity, for example by supporting

the Parish's development of the community hall at St Aidan's in the Stobhill area of Morpeth or by funding a youth worker.

The Project Team has carefully reflected on relations with existing and potential funding bodies and has examined the objectives of the Project in the light of the priorities of these bodies. An important part of the exercise has been to look at the sort of projects that these funders currently support, both in terms of scale and in terms of objectives. This exercise leaves the Project Team highly confident that both the capital and the revenue needs will be met. The grant income shown in this business plan is the result of this exercise.

As shown in the Appendix, there are several potential funders who are capable of providing core revenue funding; the Project Team is fully aware of their task; to build trust so they come to see themselves as partners in the Project. One essential part of the narrative is that funding will decrease during the first five years of the project as the Project grows its own revenues.

Core Revenue Grants

	Year 1	Year 2	Year 3	Year 4	Year 5
Core Grant A	35,000	30,000	25,000	25,000	20,000
Core Grant B	15,000	10,000	10,000	8,000	8,000
Core Grant C	14,000	10,000	10,000	8,000	8,000
Core Grant D	3,000	4,000	5,000	5,000	5,000
Core Grant E		7,500	5,500	5,500	5,500
Core Grants	67,000	61,500	55,500	51,500	46,500

Obtaining funding for projects is easy to describe but hard work to carry out. The team will devise projects, planning and costing them carefully and making sure that they satisfy a relevant need. They will plan projects at least one year in advance. The Team will then identify funders who will find the project relevant, a focus on anti-social behaviour might interest the Northumbria Police and Crime Commissioner's Community Fund, for example. Projects will include such things as evening sessions that will provide friendship, support and advice around a theme of, for example, music or spray art, whilst addressing such issues as mental health, sexual health, antisocial behaviour and family relations. As the team develops and as the community's acceptance of the team grows, these projects will expand. The budget shows three weekly evening drop-in sessions, starting part way through Year 1, taking place throughout Year 2 and extending to a weekend session in Year 3. Years 4 and 5 continue this growth in projects.

The table below shows the growth of project funding, this is, of course, closely matched to the schedule of project costs, which is shown in the Costs section below.

Project Funding					
	Year 1	Year 2	Year 3	Year 4	Year 5
Project Grant A	7,500	5,000	5,000	5,000	5,000
Project Grant B		7,500	5,000	5,000	3,000
Project Grant C		1,200	10,000	10,000	10,000
Project Grant D				6,050	6,050
Project Grant E	1,000	1,000			
Project Grant F	1,000	1,000	1,000		
Project Grant G					2,000
Project Grants	9,500	15,700	21,000	26,050	26,050

As well as grant income, the Project will raise income from letting space in the hall. Raising income from letting space will be secondary to the overall objective of supporting Morpeth's children and young people but during the day, while they are in school, roughly speaking from 09:00 to 15:00, the priority will be to let space for income. The business plan specifically excludes income from the children and young people who are to benefit from the organisation. It is not the intention to charge, for example, for entry to an evening session for young people or to do homework in the quiet study area. The goal of the organisation is to help children and young people and it is recognised that the most vulnerable and in need of help are probably the least likely to be able to afford an entrance fee. Of course, if circumstances call for payment for refreshments, art materials or other items consumed on the premises then a charge will be levied, but the business plan will not rely on income from the children and young people being supported.

The Parish already lets space and derives regular income from this so has the infrastructure and the skills to let 7 Manchester Street as well as a very good understanding of the letting market in Morpeth. The figures given are based on years of experience of letting in Morpeth. Assumptions for percentage occupancy rates and for hourly charges are therefore based on experience and are, if anything, conservative.

The space to be let, starting at reception, are: the ground floor, the main hall and the counselling rooms at the top of the building. The ground floor, that is the informal meeting space by the reception area, will be clearly a community space and not necessarily suitable for corporate lets so it will get less per hour than the street level main hall, which is a great meeting space. The quiet space upstairs has two private rooms for counselling and similar purposes. Given recent changes in how Britain works, home workers increasingly need temporary space for face-to-face meetings; clearly some meetings are too private for a coffee shop. These rooms, in the centre of town and near a safe car park, are ideal. The budget anticipates lettings as follows:

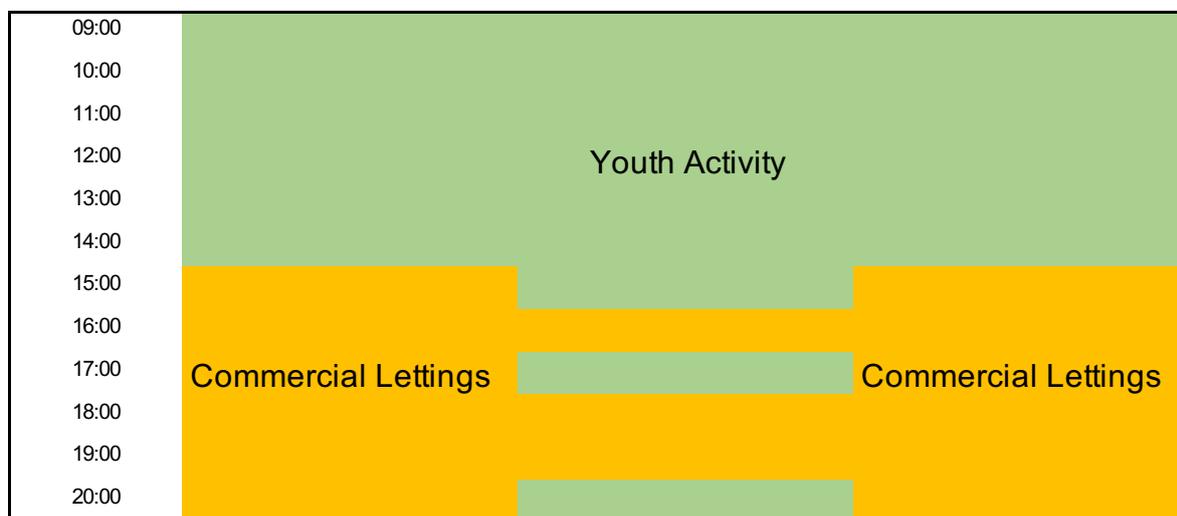
1. The meeting rooms will be used for confidential business meetings between 09:00 and 15:00.
2. The Main Hall will be used for community activities, such as yoga, Pilates, choir rehearsals, perhaps for business meetings and, in the evenings, a mixture of community activities and organised youth activities, with the young person activity

taking priority. The scouts have already requested a booking of the main hall three evenings a week.

3. The Ground Floor will be used by clubs and classes up to 15:00. Using folding tables of the Gopak type the room can be converted for classes, games and eating for up to 35 people. Activities may include: flower arranging, craft club, bingo, lunch club, and more.

The financial results of this lettings programme are as follows:

Room Letting Schedule			
Floor	Gallery	Main Hall	Ground Floor
Rooms	<ul style="list-style-type: none"> • quiet space • 2 meeting / counselling rooms 	<ul style="list-style-type: none"> • Main Hall 	<ul style="list-style-type: none"> • Multi Purpose Room



Purpose	Quiet time for study, reading and computer games.	Organised youth activities.	Informal and organised activities for youth.
£ per hour	zero	£18.00	zero
Notes	Requires some level of adult supervision	Youth activity gets priority.	Requires some level of adult supervision
Purpose	Counselling, corporate meetings	Organised youth activity, corporate use, performances, etc	Folding "Go Pack" tables: flower arranging, craft club, bingo, lunch club, etc
£ per hour	£7.00	£18.00	£16.00
Notes	The move to working at home calls for meeting spaces. Some meetings are too private for a coffee shop.	Youth activity gets priority. This is a central location, valuable rehearsal space.	The primary purpose of this space is to be a hang out for young people. Collapsible tables will allow various activities

Room Letting Income					
Occupancy	Year 1	Year 2	Year 3	Year 4	Year 5
Gallery Room 1	25%	33%	35%	40%	45%
Gallery Room 2	25%	33%	35%	45%	50%
Main Hall	35%	40%	45%	50%	55%
Ground Floor	20%	25%	40%	45%	50%
Income					
Gallery Room 1	2,625	3,465	3,675	4,200	4,725
Gallery Room 2	2,625	3,465	3,675	4,725	5,250
Main Hall	14,175	16,200	18,225	20,250	22,275
Ground Floor	4,800	6,000	9,600	10,800	12,000
	24,225	29,130	35,175	39,975	44,250

	Hours per day	Price per hour	Days per week	Weeks per Year
Gallery Room 1	6	£7.00	5	50
Gallery Room 2	6	£7.00	5	50
Main Hall	9	£18.00	5	50
Ground Floor	6	£16.00	5	50

Note: the Parish lets the space at St Aidan's at 55% occupancy

Financial Appraisal - Costs

The bulk of the expenditure will be salaries and related costs, and these are costed carefully by referring to similar projects in the North East. Due attention is also paid in the budget to other expenditure. The building maintenance costs are based on a detailed programme developed by the heritage architects, available as **Appendix 4**. Power and insurance costs are based on other buildings in the Parish. The Project Team is confident of these cost estimates as they are based on the costs incurred by identical activities already being run in the Parish.

Core Costs

	Year 1	Year 2	Year 3	Year 4	Year 5
Maintenance	(16,125)	(16,125)	(16,125)	(16,125)	(16,125)
Heat and Light	(3,500)	(3,500)	(3,500)	(3,500)	(3,500)
Insurance	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Building Costs	(20,625)	(20,625)	(20,625)	(20,625)	(20,625)
Manager	(40,700)	(40,700)	(40,700)	(40,700)	(40,700)
Youth Development Worker	(21,120)	(21,120)	(21,120)	(21,120)	(21,120)
Youth Worker	Budgetted within projects				
Salaries	(61,820)	(61,820)	(61,820)	(61,820)	(61,820)
Kitchen Costs	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Office Costs	(4,500)	(4,500)	(4,500)	(4,500)	(4,500)
Accounting fees	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Admin Costs	(8,200)	(8,200)	(8,200)	(8,200)	(8,200)

Financial Results

The aim of a non-profit is to make a small surplus and to remain in sufficient financial health to ensure the continued life of the non-profit. The results of all the activities discussed are summarised in the table below.

**7 Manchester Street
Business Plan, Years 1-5**

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Constant £</i>					
Core Grants	67,000	61,500	55,500	51,500	46,500
Project Grants	9,500	15,700	21,000	26,050	26,050
Property Income	24,225	29,130	35,175	39,975	44,250
INCOME	100,725	106,330	111,675	117,525	116,800
Building Costs	(20,625)	(20,625)	(20,625)	(20,625)	(20,625)
Salaries	(61,820)	(61,820)	(61,820)	(61,820)	(61,820)
Admin Costs	(8,200)	(8,200)	(8,200)	(8,200)	(8,200)
Project Costs	(9,378)	(15,630)	(20,840)	(26,050)	(26,050)
EXPENDITURE	(100,023)	(106,275)	(111,485)	(116,695)	(116,695)
SURPLUS / DEFICIT	702	55	190	830	105

Governance, Management and Staff

The Parish is a well-established charity with a well-practiced system of governance. The Morpeth Youth Hub will be subsumed within this system. The PCC is, essentially, the meeting of the trustees of the charity, meeting monthly. An agenda is circulated, minutes kept and all the usual procedures of a responsible charity are followed. The accounts are audited and presented at the annual meeting.

The activities of the Parish are divided amongst various sub-committees, to which specific tasks are delegated. For example, there are two finance sub-committees, one on income and one on expenditure. Other sub-committees deal with safeguarding, the fabric of the churches, carbon offsetting and, of course, Covid-19. The Morpeth Youth Hub will be scrutinised as a sub-committee of the PCC.

Risk Assessment

The Project Team is aware of the risks related to a project such as this one and has given thought to mitigating them. The principal risk is of not achieving adequate levels of funding to properly refurbish the building. This will be mitigated by careful planning of the funding process and by dividing the project into phases. Both of these actions will be a high priority in the next stage of the Project.

Within the business plan, the main risk is of a failure of funding. Given that this project is of roughly the same scale as other projects in the North East and has a legacy in the form of more building space to let than these other projects, the risk, while real, is not great. The major form of mitigation is to adjust the expenditure to match the income each year; indeed the financial table shows that this is already being done in the planning. With regard to project funding, this risk is even lower, as funding is raised against a project idea; only if the funding is achieved, the project goes ahead.

Monitoring the Project

Throughout this business plan there is heavy emphasis on maintaining close consultation with funders and stakeholders. This will be done by means of a schedule of regular meetings at which progress reports will be provided to show how the Project's activities match the expectations of the funders.

Crucially, the Project will provide an annual report which will include audited accounts and a detailed report on the Project's activities. This will be available on the Morpeth Youth Hub's website and, if it is still deemed relevant, in printed form.

7. Skills Audit

The Audit Process

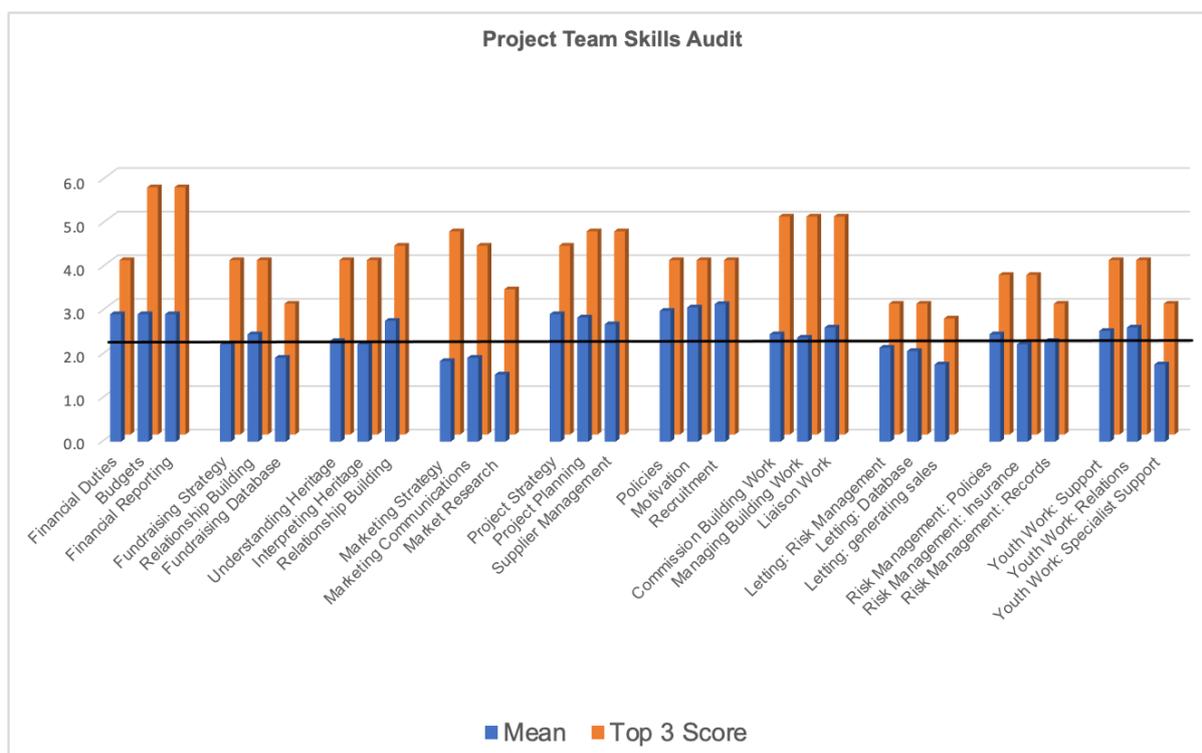
A skills audit was carried out in autumn 2020. The process was supported by GMDT and CCT Regeneration Team on an in-kind basis.

Stage One: Identification of skills requirements – skill requirements were considered by the project team for three key phases of the Manchester Street Project:

- Establishing the project and conducting initial feasibility study and further development work
- Developing and supporting ‘meanwhile use’ of the building including access improvements and youth activities
- Developing, fundraising and delivering the full project

Stage Two: A short survey was created and circulated to the Project Team and staff and volunteers (the Extended Team) likely to be involved in the delivery of the Manchester Street Project going forwards. A total of 13 individuals were included in the audit. Individuals were asked to rate their abilities/experience level in each skill (1 being the lowest and 5 the highest) and provide an estimate of their capacity to support the project (around a day per month, a day per week, or more than a day per week).

Stage Three: Individual survey results were aggregated and expressed as a mean score across the team and as scores of the top three in the team. Full details of skill areas, scales and scores are provided in the Appendices.



The Top Three score allows identification of individuals with significant scores in key areas who can lead work in those areas and allow for better use of capacity. Mean scores allow identification of strength areas and gaps overall. The graph above sets out the findings.

Overall, the Extended Team has a strong skill set, albeit developed in a range of different backgrounds. Capacity is mixed but there is a strong commitment to the project and the skills audit allows the team to allocate project work to those best placed to deliver.

Gaps

Mean scores of less than 2.0 are considered a gap area. Note that the Top Three scores, that is the two highest scores within the team for that skill, are all over 3.0. This shows that there are individuals within the team who are Skilled or Highly Skilled in all areas. Considering the team as a whole, gaps were identified:

- Specialist Youth Work Support – the youth specialists in the team are trained in the skills of supporting young people and building relationships between young people and the community. Certain specialist skills are required and some of these need to be trained on a regular basis. Some training sessions, for example, must be repeated every three years. Discussion with the youth workers in the team highlighted areas such as mental health support, principles of safe restraint, first aid and specific drug abuse related training.
RECOMMENDATION: Identify training courses specifically relating to these issues and arrange attendance for team members. This will enable better quality meanwhile use of the building while developing our project and will have an immediate impact on existing youth work provision
- Database Management – Database management scores low, this is in three separate areas, in relation to managing relationships with funders and other stakeholders, operational lettings, fundraising, and risk management.
RECOMMENDATION: This lack of capacity may be best addressed by looking to recruit additional team members to work with the existing core group of volunteers. This could be done through local networks in the town with a call out for individuals who can offer particular expertise in database management, relationship management, risk management or fundraising. The demography of Morpeth would indicate that individuals with professional backgrounds in these areas will be living locally and reaching out to ask for support would build our capacity significantly.
- Marketing – Whilst marketing, in terms of strategy development, communication, and design of market research, scores low as a mean and should therefore be considered a gap area, it scores high on the Top Three as key team members have expertise in this area.
RECOMMENDATION: Key team members to provide 'skill share' sessions regularly as project moves forward. Upskilling the team in this way will share risk and load away from key individuals.

- Letting and Operational Use of Building – This is a gap area with low mean and Top Three scores. One member of the Extended Team has considerable experience in this area but it is not prudent to rely on one person. Training and support will be required to increase capacity and skill in this area before the project becomes fully operational otherwise there is risk to the delivery of the Business Plan.

RECOMMENDATION: This area of expertise should be built into job descriptions within the staffing structure of the project during operational phase. Additionally, some consultancy level support should be considered by the team to support development of policies and procedures for operation, hire, and use of the building.

8. Project Outputs

Evaluation and Report

The Project Team appointed Nicola Bell, a specialist consultant in heritage matters, to conduct an evaluation of the Project. The following five tables, taken from her final report, show the Outputs achieved.

Community Consultation		
<p>Inputs Project team time</p>	<p>Activities Community consultation with young people and adults about future use of building and what activities young people would like to do there</p>	<p>Outputs Qualitative research report describing young people's and adults wishes for the building and activities</p>
<p>Outcomes, Short Term This information used to create brief for architects</p>	<p>Outcomes, Medium Term Architects design costed options for the re-use of the building</p>	<p>Impacts, Longer Term</p> <ul style="list-style-type: none"> • Preferred option progressed to refurbish building and provide new venue for young people. • Wider range of people are involved in heritage. • Heritage is in better condition. • People learn about heritage. • Local area is a better place to live.

Design Options		
<p>Inputs Project team time</p>	<p>Activities Recruit conservation architect and quantity surveyor</p>	<p>Outputs Conservation architect and quantity surveyor recruited through competitive tendering process</p>
<p>Outcomes, Short Term Architects design costed options for the re-use of the building</p>	<p>Outcomes, Medium Term Young people and adults comment on options so preferred option can be chosen</p>	<p>Impacts, Longer Term</p> <ul style="list-style-type: none"> • Preferred option progressed to refurbish building and provide new venue for young people. • Wider range of people are involved in heritage. • Heritage is in better condition. • People learn about heritage. • Local area is a better place to live.

Skills Audit		
<p>Inputs Project team time CCT Regeneration Team</p>	<p>Activities Skills audit and training for Morpeth Parish PCC and volunteers</p>	<p>Outputs Skills audit shows strengths and gaps in current skills, and recommendations for future training</p>
<p>Outcomes, Short Term Informal skill sharing during this project</p>	<p>Outcomes, Medium Term Training in specific areas identified for future training</p>	<p>Impacts, Longer Term</p> <ul style="list-style-type: none"> • Morpeth Parish PCC, volunteers and staff have the necessary skills and capacity to manage the building and deliver the youth work effectively. • People develop skills • Organisation is more resilient

Business Plan		
<p>Inputs Project team time CCT Regeneration Team</p>	<p>Activities Create business plan for management of proposed youth hub</p>	<p>Outputs Business Plan completed.</p>
<p>Outcomes, Short Term</p> <ul style="list-style-type: none"> • Learning from other similar projects. • Proposed youth hub shown to be viable subject to successful fundraising 	<p>Outcomes, Medium Term Business plan is basis of fundraising and recruiting staff and volunteers</p>	<p>Impacts, Longer Term</p> <ul style="list-style-type: none"> • Youth hub established at 7 Manchester St. • Wider range of people are involved in heritage. • People develop skills • Organisation is more resilient • Local area is a better place to live

Options Appraisal Report		
<p>Inputs Napper Architects and Thornton Firkin Quantity Surveyors, funded by grants Project Team time</p>	<p>Activities Create options appraisal report</p>	<p>Outputs Options appraisal report completed</p>
<p>Outcomes, Short Term Children, young people and adults are able to comment on the options</p>	<p>Outcomes, Medium Term Preferred options, as expressed by children, young people and adults, inform the architects' final design</p>	<p>Impacts, Longer Term</p> <ul style="list-style-type: none"> • Costed design forms basis of future grant applications to repair and refurbish 7 Manchester St to be used as youth hub. • Wider range of people involved in heritage Heritage is in better condition • Organisation is more resilient because building is fit for purpose • Local area is a better place to live

9. Next Steps in the Project

Improved Access

Currently the Hall sees limited activity as it is run down, has only access from the street and is in need of refurbishment. The normal step following a feasibility study is to raise money for the refurbishment of the building and to fund the business plan. The Project Team is working on an interim phase to improve access to the building by building a double door to the north to gain access to the car park. This is urgently needed to enhance access to the building and allow much greater use and disabled access.

Currently the building's only access to the car park is an emergency escape route. As can be seen from the plans, an essential feature of Napper's plans is to turn around the focus of the building and create a double door entrance from the car park. This door will lead into a reception area and the main meeting space on the ground floor. The goal of the Interim Phase is to build the double doors and a ramp from the car park. The reception area will be built as part of the next phase.

This Interim Phase will have several beneficial effects. First, it will improve the value of the building to the community and increase its use, particularly by children and young people. Second, it will help the Parish build its capacity and capability in the area of youth work. Third, it will accelerate the approval elements of the refurbishment as the interim phase will require Listed Building Planning Consent and Building Control Compliance so dialogue with the relevant bodies will begin early. Fourth, because the design will be part of the architect's overall plan for the building and the building work will be to the standard of the refurbishment, the new doors provided by the Interim Phase will act as a demonstration to potential funders of how committed that the Parish is to the future of the building.

Interpretation of Heritage

The Project Team plan to involve children and young people in developing a deeper understanding of the building's significance as a part of the refurbishment. A full assessment of the Hall's heritage will be required and the plan is to ask children and young people in the community to help with the research needed. As can be seen from the architects' designs, ample space for interpretative displays will be created at the street entrance. The intention is to develop the points made in *3. Community* through further research in collaboration with such community bodies as the Morpeth Antiquarian Society, Friends of Morpeth Museum and others and to involve children in this research. If a wide range of ideas emerge then a large number of interpretative displays can be developed and rotated in the display area.

Stakeholder Initiatives and Detailed Business Plan

The team acknowledges that more detailed work remains to be done on the business plan. An important step in this process is to continue with the work already started on the development of relations with partners in the community. For example, Barnabas Safe and Sound is a Morpeth based charity whom the Project

Team have already consulted. Their objective, to offer accommodation and support to young people at risk, is close to and complementary to the project's vision. It is imperative to build relations with this, and many other bodies in the community and to refine the business plan in the light of this.

Another crucial attribute of the business plan is the acquisition, development and management of human capital. The project stands or falls on the quality of the people and the systems developed before the fundraising phase starts.

The third critical attribute of the business plan is the development of a top quality fundraising strategy in which the project develops a sensitive understanding of the needs of the funding body and builds long term relations with the funders such that the activities and the ethos of the project match the aspirations of the funder.

The business plan will be to phase the building work and thus keep the building open for business as long as possible. The Project Team and the Parish are keen to begin work with children and young people and will not delay this work, instead they will introduce it in parts. The Interim Phase will open up the hall to more activity; consideration is being given to building the team and recruiting the Youth Hub Manager and the Development Manager as soon as Parish finances permit. The uncertainty generated by Covid-19 makes this more difficult but it is essential that the Project Team are able to state a clear succession of business phases, coordinated with the necessary building phases, in the refined business plan.

Fundraising

Once the Project Team has a refined business plan and a clear strategy that will build long term fruitful relations with the funders, the fundraising phase will begin. The Project Team will use the achievements of the Parish and the work of the Interim Phase to build confidence in the Project. Raising funds of this magnitude will not be quick and will not be easy but once sufficient is pledged, the different phases will follow.

Building Work

The building work will be broken into discrete phases. This will have several benefits: the capital will not be needed in one big lump, reducing the pressure on funders; some phases of building work can be planned to permit activity in parts of the building, increasing the length of time the building is used; as each phase is completed, the value of the project will be increasingly apparent, reassuring the funders and fostering commitment in the community. Of course, there will be a phase when the major building tasks, such as the roof and the party wall, will require the building to be empty but, with careful phasing the length of time the Hall is unused can be minimised. The Parish is in the fortunate position of having other property in Morpeth so will be able to find temporary housing for the Hall's activities with careful contingency planning.

Appendices

- Appendix 1. Report on Venues Available in Morpeth
- Appendix 2. Full Community Consultation Report
- Appendix 3. Architect's Report and Recommendations
- Appendix 4. Maintenance Schedule

Full Evaluation Report