

Final Report of the St Mark's Study Group

September 2013

Summary

In July 2012 St Luke's Parochial Church Council invited a group of local volunteers, including representatives of user groups, to study the future of the St Mark's site and building. The PCC advised that, whilst retaining religious use for the foreseeable future, it intended that the future usage of this facility should be mainly for community activities and the group was asked to consider how this might be achieved.

The study group considered the need for such a community facility, visiting other local community centres and conducting an extensive survey of attitudes among local residents in the catchment area to understand this in more detail, and identified a widespread desire for participation in groups which could support active, healthy, and socially engaged lifestyles. It also looked at what facilities a modern community centre would require, how this might be created most effectively, and how both the construction and operational costs of such a facility might be financed.

The study group concluded that the desired objective could be achieved by creating a new two storey replacement building on the St Mark's site at a cost in the region of £500,000. Construction would be funded by a combination of charitable donations, fundraising activities and grants from Oliver's Battery Parish Council and other grant-giving bodies. Operation of this facility would follow the "Littleton model" where a dedicated charity manages the centre, deriving a substantial proportion of its income from lettings to non-local groups to enable cost effective operation and some level of subsidy to local user groups.

Significant numbers of respondents to our survey also indicated their willingness to contribute to the funding, project management, and operation of a future community centre. The study group therefore recommends that the PCC endorse the creation of a local charity with a charter to follow this course of action.

Geoff Sharman
Chair, St Mark's Study Group

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Objectives of the Study Group

Following an initial meeting in July 2012 called by Paul Draper on behalf of St Luke's Parochial Church Council, a group of local volunteers including representatives of major user groups was convened to consider the future of St Mark's Church in Oliver's Battery.

Paul reported that St Mark's, whilst formally a chapel within the Parish of St Luke's, is owned by the PCC and has been managed as a dual use building for many years, providing both a place of Anglican worship and a community facility for an area roughly defined by the civil parish of Oliver's Battery. This practice has existed since the construction of the first building on this site, in around 1925, and continued in the current building following its construction in 1956 at a cost of approximately £4,000.

The PCC wished to continue its religious use but took the view that the site and building should be primarily devoted to serving the community of Oliver's Battery. [This is consistent with the planning policy contained in the Oliver's Battery Village Design Statement 2008, which requires that the St Mark's site should be protected for community use.]

Paul provided a schedule of current user groups and financial information relating to the current operation, which showed that the building is currently under-utilised. This is understood to be due to its age and the current state of its facilities, and is an important factor motivating the PCC to seek improvements and additional uses. Paul also provided a briefing document which set out the status of the land and building, permitted uses of the current building, and the objectives of the St Luke's Parochial Church Council with regard to its future. These included the proposal that an independent charity be established for the purpose of running the building, raising funds, and overseeing future development of the site as a community project. In principle, St Luke's PCC would be prepared to lease the site and building to this charity for a nominal rent, and in return for continued use of the building.

The group of volunteers agreed to act as a study group to define these objectives in more detail and to assess their feasibility, but declined to take on the management of the building until these aspects were more clearly understood. Membership of this group was intended to include representation from important user groups and interested residents with relevant experience and skills. Its membership changed during the course of the study as individual roles changed, and the group was fortunate to be able to co-opt Richard Guion, a local resident who was formerly the architect for over twenty community centre projects in Hampshire. The names of members are given in the appendix.

Paul asked Geoff Sharman to lead this group, and this nomination was supported by other members. Accepting the nomination in principle, Geoff asked for a formal letter of invitation from St Luke's PCC, to include a summary of the charter which the group would be asked to fulfil. This was received and the invitation accepted in November 2012. The letter is attached to this report. The St Mark's Study Group met on twelve occasions and provided an interim report during the Annual Parish Meeting of the civil parish of Oliver's Battery on 14th May 2013. This report forms the Study Group's full response to its charter.

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Is there a Need?

Aware that any future charity would need to demonstrate that its actions provided a public benefit, and that a majority of charitable funding bodies require evidence of unfulfilled need, the study group resolved to investigate local needs by:

- listing user group requirements
- defining the potential catchment area for users of a future facility
- studying other comparable community centres within the Winchester area
- surveying local residents to assess their attitudes and desires in relation to a new facility

User group requirements

Major user groups of St Mark's, including the church and the parish council, were represented on the study group. Two of these, the W.I. and The Battery Club, reported that participation in their meetings was constrained by the current size of the hall and that membership could grow if more space and an improved kitchen were available. It has not yet been possible to obtain detailed requirements from other user groups.

Collectively, members of the study group felt that the following facilities would be needed:

- larger hall, seating more than 100
- separate meeting room
- dedicated worship area with secure storage
- well equipped kitchen
- adequate storage, including safe
- small office
- toilet facilities, including those for babies and disabled persons
- reception area, possibly including coffee bar/wine bar
- adequate parking

Members agreed that items on this list needed more definition and the list also needed to be validated to see whether these were reasonable and feasible expectations for this community.

Catchment Area

We noted that the number of dwellings in the civil parish of Oliver's Battery is approximately 700 [from Winchester District Council tax records], whilst the number of residents is approximately 1,500 including children of school age. In addition, there is approximately one hundred dwellings in the area of Oliver's Battery Road North. Some residents of this area are known to attend church services at St Mark's and the area may generate additional usage. The planned development of 200 new dwellings at Pitt Manor will be accompanied by a Park & Ride facility but will not have any infrastructure of shops or community facilities. Future residents of that area may, therefore, depend on Oliver's Battery or Badger Farm as the nearest source of these facilities. The potential catchment

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area could, therefore, be as large as 1,000 dwellings or around 2,200 residents.

The study group were aware that a developer which owns the large field to the south of Oliver's Battery has recently sought planning permission to develop it, and wishes to create a further 400 dwellings. This would be contrary to the current local planning policy established by Winchester City Council and is opposed by Oliver's Battery Parish Council. Therefore, the study group did not include this number in its estimate of the catchment area, but considers that its recommendations should include some contingency enabling future expansion if and when this is needed.

Comparison with other Community Centres

Members of the study group agreed to visit ten other community centres in the Winchester area to review their facilities and learn about their financing and operation. The community centres visited were:

- Badger Farm
- Colden Common
- Hiltingbury
- Hursley
- Kingsworthy Jubilee Hall
- Littleton
- Otterbourne
- Shawford
- Sparsholt
- Twyford

Data including the number of rooms, size of rooms, seating capacity, letting charges, overall centre income, and size of the community served, were recorded in a spreadsheet and analysed. All these centres were heavily booked and supported a wide range of user groups. Analysis showed a moderate correlation between the size and facilities of each centre and the size of the community served. This suggests that these centres do, in fact, serve their local communities and draw a major proportion of users from their own community.

However, all centres reported that income generated from lettings to groups outside their community formed an important part of their overall income and, in some cases, was essential to their viability. There seems to be excess demand for such facilities in the Winchester area, suggesting that a new facility in Oliver's Battery could also attract external bookings. Analysis indicated that a centre serving a community of the current size of Oliver's Battery could expect to generate an income of £40,000-£45,000 per annum. [For comparison, St Mark's currently generates a letting income of approximately £6,000 per annum.] This scale of income could support the employment of permanent staff and a different style of operation from that currently seen at St Mark's.

Littleton Millennium Memorial Hall, see <http://www.littletonvillagehall.hampshire.org.uk/>, is well known as one of the most successful community centres in the Winchester area, which has been

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well documented¹ and has provided a model for a number of other centres. We contacted Clive Thompsett, first chairman of the Littleton & Harestock New Memorial Hall Trust, to obtain more details of its funding and operation. Its operation uses a differential pricing model, based on obtaining one third of hours let to groups outside its community whilst generating two thirds of income from these lets. This subsidises hire to local groups, which constitute two thirds of lettings. This model has operated for over a decade, as confirmed by the current treasurer and permits employment of permanent staff and retention of surplus funds for maintenance and contingencies. Other centres follow a similar model, although the level of discount to local groups varies from centre to centre.

Staff and volunteers at several centres stressed the importance of having adequate parking for non-local user groups, and suggested that this was vital to achieve the external lettings which they depended on. They also suggested that provision of extensive storage was another important factor, since many user groups demand their own privately controlled storage space.

Survey of Local Residents

In order to get a better understanding of local needs and of what level of support exists within the catchment area for the creation of a community centre with the proposed level of facilities, the Study Group resolved to conduct a detailed survey of attitudes. This survey contained 15 questions and was distributed in paper form to 800 households in March 2013, with a shortened electronic form being made available concurrently. A total of 196 individual responses was received, from all parts of the catchment area, giving an overall response rate of approximately 25%. This is higher than obtained from the most recent survey conducted by Oliver's Battery Parish Council in 2009, and is considered representative of opinion in the community as a whole. The findings of the survey were reviewed during the Oliver's Battery Annual Parish Meeting on 14th May, providing an opportunity for further consultation with those present.

Analysis showed that 64% of survey responses were received from residents aged over 65, with a further 31% of responses from those aged 45 – 64. This is similar to the overall age distribution within the civil parish established by previous surveys, although the opinions of young people are under-represented in the survey results. 42% of respondents had lived in the parish for over 25 years, while 41% of respondents had lived here for less than 15 years, and 17% for between 15 to 25 years. This appears to confirm that Oliver's Battery has many long established residents, but also a high proportion who move here in mid-life and later life. These findings strongly suggest that the greatest needs will be those expressed by retired residents but it will also be essential to consider the needs of younger residents and those in the extended catchment area, who will become the future users of the centre.

73% of respondents indicated that they visited St Mark's at least once a year, indicating a high level of interest from the established community of users, while 27% visited less than once a year. Overall, church services and parish council meetings were the most popular activities but attendance at other user groups was also well represented. 5% of respondents indicated they had attended private events, which could be a potential area for future growth.

¹ The Millennium Memorial Hall: from conception in 1994 to opening in 1999, Littleton Local History Group publication number 20 (2003)

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44% of respondents attended events at Badger Farm Community Centre, and 27% events at Littleton Millennium Hall, at least once a year. This suggests that residents will make use of attractive, modern, well-run community facilities which are relatively local, and the level of bookings at those centres appears to confirm this. It also suggests a desire for the type of facilities found at these centres. By contrast, facilities at St Mark's were rated poor or very poor by 49% of respondents, while only 37% rated them good or average.

Our analysis showed that the most desired improvements were:

- better heating (67%)
- well equipped kitchen (63%)
- modern toilet facilities (62%)

but there was also a substantial desire for expanded facilities including:

- larger hall, to seat 100 people (54%)
- separate meeting room (46%)
- dedicated worship area (37%)
- reception area (35%)
- additional parking (33%)

These findings appear to be broadly consistent with the requirements expressed by user groups, as above, and 90% of respondents indicated they would use a centre which had these facilities.

The most popular activities which respondents requested were:

- musical events (44%)
- theatrical events (43%)
- special interest groups (43%)
- discussion groups (42%)
- fitness groups (40%)

All of which suggest a strong desire for entertainment, social interaction, and the maintenance of healthy lives. These were accompanied by a continuing desire for existing activities and new activities which support active styles of living:

- church services and groups (34%)
- older persons group (26%)
- womens' group (24%)
- dance groups (20%)
- indoor sporting groups (20%)
- lifestyle groups (13%)

24% of respondents indicated that they would be willing to be involved in organising these activities.

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Overall, the survey results and the experience of existing user groups suggests that the primary areas of need exist within the older residents of Oliver's Battery and are expressed as the need to maintain active, healthy, mentally alert, and socially engaged lifestyles. These can be expected to have great benefits to both individuals and the wider community in terms of fostering independent living, and reducing isolation and dependence on public support services.

There is a relatively smaller but growing number of families and younger people in Oliver's Battery, and this can be expected to grow as the catchment area expands. Therefore, the needs of these groups must also be considered even though they are not as well understood.

How Could This Need be Met?

St Mark's Church lies at the heart of Oliver's Battery, adjacent to the historic Ancient Monument and occupying a prime site in the village centre. These are very advantageous attributes which make it easily accessible and increase its appeal as a venue for local activities. However, it also has a very small site (smaller than many residential properties in the area) which could be a disadvantage in relation to the desire to create expanded facilities.

Therefore, the study group examined three possible options for creating improved facilities at St Mark's:

- 1) Refurbish the existing building
- 2) Create a new building on the existing site
- 3) Create a new building on an expanded site

Whilst it was clear that an expanded site could only be created by purchasing adjacent property, it was also clear that it might not be possible to achieve some of the desired facilities within the confines of the existing building or existing site and it therefore made sense to include options 2 and 3 within those being considered.

Option 1

Over the course of a number of years, the PCC has maintained St Mark's and improved its facilities by creating disabled toilets, adding a new heating boiler and a sound system, among other improvements. However, these measures are becoming more costly and have, so far, failed to provide an adequately heated space, as emphasised by the responses to our survey. This is due to the characteristics of its original pre-fabricated construction which lacks insulation and makes it difficult to add insulation using the methods typically employed with conventional brick buildings.

As a consequence, the only possible methods of improving its insulation would involve either internal or external cladding of the building, both of which would be difficult. Internal cladding would tend to reduce the space available for activities, while external cladding would involve erecting a new building shell (possibly in steel) around the existing building. The current building has a timber construction arched roof which may be considered an attractive feature but, unfortunately, is problematic in this context because it rules out the use of some of the simpler

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methods for insulating or cladding this roof. In addition, it would be necessary to replace doors, windows and other features of the existing building. It therefore appears that effective refurbishment could be rather costly while not contributing significantly to the desired improvement in facilities.

Option 2

The study group was concerned that it might not be possible to create the desired facilities within the confines of the existing site but was fortunate to obtain the advice of Richard Guion, a local resident and retired architect. His former practice had extensive relevant experience, having designed the Littleton Millennium Memorial Hall and over twenty other community centres within Hampshire.

Richard made a preliminary survey of the site which showed that it could incorporate a community centre of the desired size which includes a hall of 115 square metres, to seat around 120 people, together with essential facilities such as toilets, a 16 square metre kitchen, and storage areas. He also showed that it would be possible to add a separate meeting room of approximately 40 square metres, to seat around 40 people, by including a second storey in the design of the building and sketched a possible layout which includes provision of a lift to enable disabled access to this floor. The sketch is attached to this report.

Richard Guion was keen to emphasise that this sketch provided a basis for discussion, rather than a detailed design. However, his proposal appears to demonstrate that most of the desired improvements could be achieved on the existing site by adopting a partially two storey design, with a second storey smaller than the ground floor. Using a figure of £1,500/square meter for current building costs, he calculated that construction would cost in the region of £400,000, including demolition of the existing building but excluding professional fees.

Members of the study group were impressed by this approach, but expressed a desire for a somewhat larger kitchen than that indicated by the sketch and emphasised the need for a design which could be extended, if and when the need arose. Bearing this in mind and acknowledging the likely costs of professional fees and re-equipping the building, the study group believes that the final project cost would be probably in the region of £500,000 and has confirmed this by seeking a second opinion from David Everest, another local architect.

The sketched design also proposes that the grassed forecourt of the existing building be converted to use as a small car park. This would contribute to the desired expansion of parking and should permit provision of a drop off area for disabled users. However, it would not provide the extent of facilities which other local centres have, and could not meet the full parking needs of anticipated external user groups. Richard Guion therefore suggested that additional land should be acquired to satisfy this parking requirement but we have not included that in this option.

Option 3

Analysis by the study group showed that creation of a single storey community building similar to those in Badger Farm, Littleton, Otterbourne, and other communities would only be possible on an expanded site. Such a site could only be created by the purchase of the adjacent property, 88

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Oliver's Battery Road South, owned by the Hanks family. Informal contacts with this family suggested that they might, in principle, be willing to sell to an appropriate community body. However, the family are long term residents of Oliver's Battery and indicated their desire to remain in the parish. They would therefore not be willing to sell unless this enabled them to purchase another property in Oliver's Battery, at existing market prices. Given the informal status of the study group, it was not possible to take these discussions any further.

Creation of a single storey community centre with the desired facilities would therefore involve the cost of acquiring the expanded site, as well as building costs which could be assumed to be similar to those listed under Option 2. Whilst these costs cannot be calculated exactly, it seems likely that the overall project cost would be approximately double that of Option 2.

Analysis of the options

From this discussion, it seems clear that some compromise will be needed. Option 1 is almost certainly not viable. Option 2 would satisfy most of the requirements listed above, but would provide little additional parking and therefore might limit the letting income which could be generated. Option 3 would satisfy all the requirements but would increase the costs, lengthen the project schedule, and add other uncertainties.

Parking

Despite the strong evidence suggesting the need for expanded parking facilities, it would not be possible to provide significant additional parking within the existing site. However, the village centre of Oliver's Battery does have the benefit of parking provided by the local shops, some on-street parking, nearby bus services, and a significant population within walking distance, all of which may help to mitigate this problem. The likely cost of acquiring the adjacent site appears to be unjustified in relation to the potential benefit of additional parking, but could make sense as part of a more comprehensive development plan for the parish. We request that the Parish Council consider this as a future option for another phase of development.

Storage

The sketch provided as an illustration of Option 2 does not include detailed internal layouts for the two floors but does include significant storage areas on the ground floor. All our contacts with representatives of other community centres stressed the importance of including adequate storage, which must include space for furniture and other equipment when not in use as well as dedicated storage for user groups. Experience suggests that many user groups will want their own storage area for equipment used during their meetings or events. Additional storage on the first floor is likely to be needed as well.

Meeting Room

This sketch does not include any suggested layout of the first floor, which might include a small office, toilets and storage in addition to the proposed meeting room. Our objective was to provide a meeting room comparable with those found at other community centres, seating around 40 people, and this can be accommodated within the proposal.

Worship Area

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The outline sketch does not include any specific provision for a dedicated worship area as requested by church members, although we recognise the need for this to be included in any final design. It is not yet clear whether church members would prefer to hold their services in the meeting room or the main hall and we request the PCC consider its views on this question. It should be possible to create a dedicated secure storage area to hold the altar and associated objects, which could be opened up for use during church services, adjacent to either room but pressure on space will be much greater on the ground floor. On the first floor it may be possible to provide a more generous area.

Bar

Our survey of other community centres showed that the majority operated without a full time or permanently stocked bar. Where this does exist, as at Badger Farm, it generates additional income from the social club but also requires additional space, staff, and security for alcoholic beverages. Other centres allow alcohol to be served at private functions and permit user groups to apply for a licence when needed for a special event. We feel that this approach would be more appropriate for the potential users in Oliver's Battery.

Construction

We note that current building regulations in Winchester demand the adoption of Code 5 standards which involve higher construction costs but should yield an energy efficient building with reduced running costs. The specification includes high levels of insulation, low energy lighting and provision for capture of solar energy or other forms of renewable energy. This still permits considerable flexibility in the choice of materials and design. We feel that the final design should be appropriate for this important site adjacent to the Oliver's Battery Ancient Monument and should exploit access to and views over the open space as fully as possible.

Recommendation

The study groups therefore recommend that Option 2 should be the preferred option.

How Could this be Funded?

Capital funding

A majority of voluntary and charitable groups are currently experiencing financial pressures, causing them to adopt measures such as reducing staff levels, increasing staff hours, and in some cases requiring staff to accept pay cuts. Many other organisations are also emphasising increased voluntary activity. Some grant giving bodies, including the National Lottery, have reduced the amounts given and are seeing increased competition for the grants that are available. It's therefore fairly unlikely that future trustees of St Mark's could obtain a large grant of the sort that contributed to the construction of the Littleton Millennium Memorial Hall (almost £200,000 from the Big Lottery Fund), although it may be possible to obtain a number of smaller grants. However, it is encouraging that Hampshire County Council has recently announced a grant scheme targeted at village halls and community centres. Information about other grant giving bodies is readily available.

It's also clear that many of the community centres we visited had enjoyed considerable

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contributions from local benefactors. In some cases, land had been donated and, in other cases, considerable parts of the building costs had been donated by benefactors, including local parish councils. The study group acknowledges that the PCC would act as a benefactor by leasing the site at a nominal cost but considers that there are likely to be few other significant benefactors. Therefore, the main burden of funding will have to be borne by the local community. It's also worth noting that grant giving bodies will normally require evidence of significant local fundraising before committing matching funds.

One very encouraging finding from the survey was that significant numbers of respondents indicated their willingness to contribute in a variety of ways, by:

- giving charitable donations (46%)
- making council tax payments (33%)
- assisting with administrative activities (14%)
- organising fundraising activities (13%)
- assisting with design and project management activities (6%)

We therefore propose that the required capital funding be obtained from the following mix of sources, in roughly equal proportions:

- pledged donations, to be collected via direct debit over a period of 5 years
- local fund raising activities such as fetes, barbecues, garden openings, flower festivals, cultural events, bring and buy sales and others, over a period of five years
- a grant from Oliver's Battery Parish Council, to be funded via council tax payments over a period of 5 to 10 years
- grant aid to be sought from a variety of sources

This would amount to a quarter of the total, i.e. a target of approximately £125,000, to be raised from each of these sources. It's worth noting that donations and local fundraising could both attract Gift Aid, increasing the value of contributions by 25%. Whilst this target will no doubt be challenging we believe it is achievable and could trigger community involvement in the project.

Oliver's Battery Parish Council has an important role to play and its support will be vital to the success of this project. Providing the substantial grant suggested here would require it to raise its council tax precept, with a consequent increase in council tax payments for each household in Oliver's Battery. However, this could be staged over a number of years and, given the moderate level of the current council tax precept, should not cause hardship to most households in the parish.

Operational Costs

As indicated above, the projected income for a new community centre at St Mark's would be in the region of £40,000 to £45,000 per annum. This is required to enable engagement of appropriate staff including a manager and part time booking secretary, and to fund running costs, maintenance and the provision of a reserve fund for future contingencies and periodic refurbishment. Our visits to other centres underlined the importance of creating a reserve fund for refurbishment, which is essential to secure continued lettings. Ongoing voluntary support will also be needed from trustees,

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members of a management committee, organisers of groups, and in other roles. We noted that 17% of respondents to our survey indicated they would be willing to act as trustees or members of a management committee: another encouraging result.

While a few established community centres engage in regular fundraising, others obtain their income purely from lettings. This has the advantage of freeing the community from uncertainty and enabling volunteer time to be devoted to user group activities. Letting charges vary from £15 to £30 per hour, with an average of £21, for a large hall and from £10 to £18, with an average of £14, for a meeting room. Having two rooms which enable concurrent and overlapping lettings has considerable advantages in generating income, and permits much more flexibility in the way a centre is used. At these rates, it would be necessary to secure total paid lettings of approximately 45 hours/week, or approximately 7 hours/day between the two rooms, on a sustained basis. [The current letting rate is £9.50 per hour and the number of hours let is approximately 15 per week.]

This target seems achievable but would involve significant focus on maintaining the required level of occupancy. However, it would also leave significant surplus capacity for additional group lettings or private events when they arise, since the maximum letting could be as much as 10 hours/day for each room giving a total of 120 hours/week [excluding Sundays].

What Organisational Structures are Needed?

The Charity Commission for England and Wales has published detailed advice and guidance on setting up a new charity on its web site at <http://www.charitycommission.gov.uk/start-up-a-charity/setting-up-a-charity/>. This indicates that small charities with an income of less than £5000 per annum may be set up informally and can attract tax concessions such as Gift Aid. However, any charity with an income greater than this, which wishes to employ staff, enter into contracts, and own or lease property must be registered with the Charity Commission as a Charitable Company. It's therefore clear that a future charity to run St Mark's would require registration.

The pre-requisites for registering are:

- a governing document
- a group of elected trustees
- a bank account
- greater than £5000 in assets

The charity must also choose a name which clearly distinguishes it from other charities and is related to its charitable objectives. One formerly registered charity with the name “St Mark's Church and Community Centre” is no longer registered but appears to operate as a community centre in Beckton, East London see <http://www.stmarkscentre.org/>. This suggests that care would be needed in choosing an appropriate unique name. It seems likely that the governing document could be based on that adopted by other local community centres, such as the Littleton & Harestock New Memorial Hall Trust, and creating this document should be an important early objective.

Once registered, the charity could start fundraising, engage professional support to develop a fully

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specified and costed design, seek planning permission for this design, and seek grant aid. All these activities would need to be well advanced before the trustees could consider seeking quotations from appropriate construction companies. Considering the likely times required to raise funds, obtain planning permission, seek quotations, select an appropriate tender, and undertake the actual construction work, we anticipate that the likely schedule for completion of the project would be at least five years.

Recommendations

The study group therefore recommends that:

- 1) St Luke's Parochial Church Council endorse the creation of a charity whose charter is to re-develop and run St Mark's as a community centre based on Option 2 described above
- 2) Oliver's Battery Parish Council indicate its support for the proposed funding model and agree to provide a grant
- 3) The PCC and PC define any detailed requirements they have relating to the proposed centre
- 4) An interim group of volunteers be recruited to continue this project and to arrange for the creation of a governing document and election of trustees for the proposed charity
- 5) The PCC confirm its willingness to lease the site and current building when the charity has raised sufficient funds to take the development project forward

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Appendix: Members of the Study Group

The following representatives of user groups and local residents were members of the St Mark's Study which produced this report:

Janet Arnold	Oliver's Battery Women's Institute
Lynda Banister	District Councillor
Tania Donaldson	St Luke's PCC
Paul Draper	St Luke's PCC
Diana Evans	The Battery Club
Richard Guion	Architect and local resident
Constance Leach	Local resident
Ian Millar	Past chairman, Badger Farm Community Centre
Joy Morgan	Oliver's Battery Women's Institute
Terry Morris	Past chairman, Oliver's Battery Parish Council
Sara Outlaw	Chairman, Oliver's Battery Parish Council
John Le Riche	Chairman, The Battery Club
Geoff Sharman	Local resident and past chairman, Oliver's Battery PC
Janice Whittle	Treasurer, Oliver's Battery Women's Institute

Geoff Sharman was asked to take the chair of the study group and accepted this role.

Attachments

- 1) The Study Group Charter**
- 2) Data on Community Centres in the Winchester Area**
- 3) Results of the Community Survey**
- 4) Sketch of the Proposed Design for a new Building**