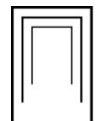


# Managing major building projects in *places of worship*

STEPHANIE NORRIS  
PURCELL



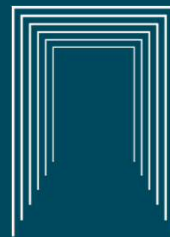
PURCELL

Historic Religious  
Buildings Alliance  
*a group within the Heritage Alliance*

**Stephanie Norris**  
**Partner, Purcell**

# **‘Getting Building Work Done’**

**HRBA/Purcell event**  
**25 June 2015**



PURCELL

## **WHAT SHOULD YOUR INSPECTING ARCHITECT OR SURVEYOR OFFER YOU?**

- **An understanding of your building's history**
- **Sympathy with how you want to use it**
- **A track record of understanding building defects and managing repair programmes**
- **A track record in ability to plan and guide repair and alteration projects**
- **Knowledge of the local consents processes**
- **Knowledge of where to find specialist advice**
- **Knows when archaeological advice will be needed**
- **Knowledge of funding for church projects**
- **Enthusiasm for working with your team**







## **CHOOSING AN ARCHITECT**

**The right architect – what are you looking for?**

- **Core technical skills**
- **Trust and personality fit**

**Ask for advice**

- **DAC secretary or equivalent**
- **Neighbouring parishes**
- **Name of key person**

**Experience - look at work elsewhere**

- **Similar work**
- **Type of your project**

# CHOOSING AN ARCHITECT

## Shortlisting and interview

- **Technical and Design skills**
  - **Your inspecting architect**
  - **References and visits**
- **Size**
  - **Availability**
  - **Day to day contact**
- **Knowledge of churches and the planning processes**

# CHOOSING AN ARCHITECT

## Shortlisting and interview

- **Cost**
  - Overall value not necessarily lowest cost
  - Fee for different parts of the service
- **Faith**
  - Is it important for your project?

## The retired architect on the PCC

- **Best use of their skills**



## **BUILDING THE REST OF THE DESIGN TEAM**

### **CDM Principal Designer**

- **New CDM Regulations from 6<sup>th</sup> April 2015**
- **Deals with H&S compliance**

### **Quantity Surveyor**

- **Financial management**
- **Importance of an initial budget plan**
- **Full service**

## **BUILDING THE REST OF THE DESIGN TEAM**

### **Services Engineer**

- **Heating, Lighting, Ventilation**
- **Best to incorporate from Feasibility stage**

### **Structural Engineer**

- **Structural elements**
- **Sometimes underground drainage**
- **Either at early design stages or after Planning**

### **Building Inspector**

- **Local Authority vs Approved Inspector**

## **WHO ELSE MAY NEED TO BE INVOLVED?**

### **Party Wall Surveyor**

- **Building close to a boundary**
- **Foundations within 3 metres**

### **Acoustic Engineer**

- **For new worship space**
- **Concern over noise pollution**

### **Audio Visual Engineer**

- **Is multi-media important?**
- **Basic AV can be through Services Engineer**

## **WHO ELSE MAY NEED TO BE INVOLVED?**

### **Lighting Designer**

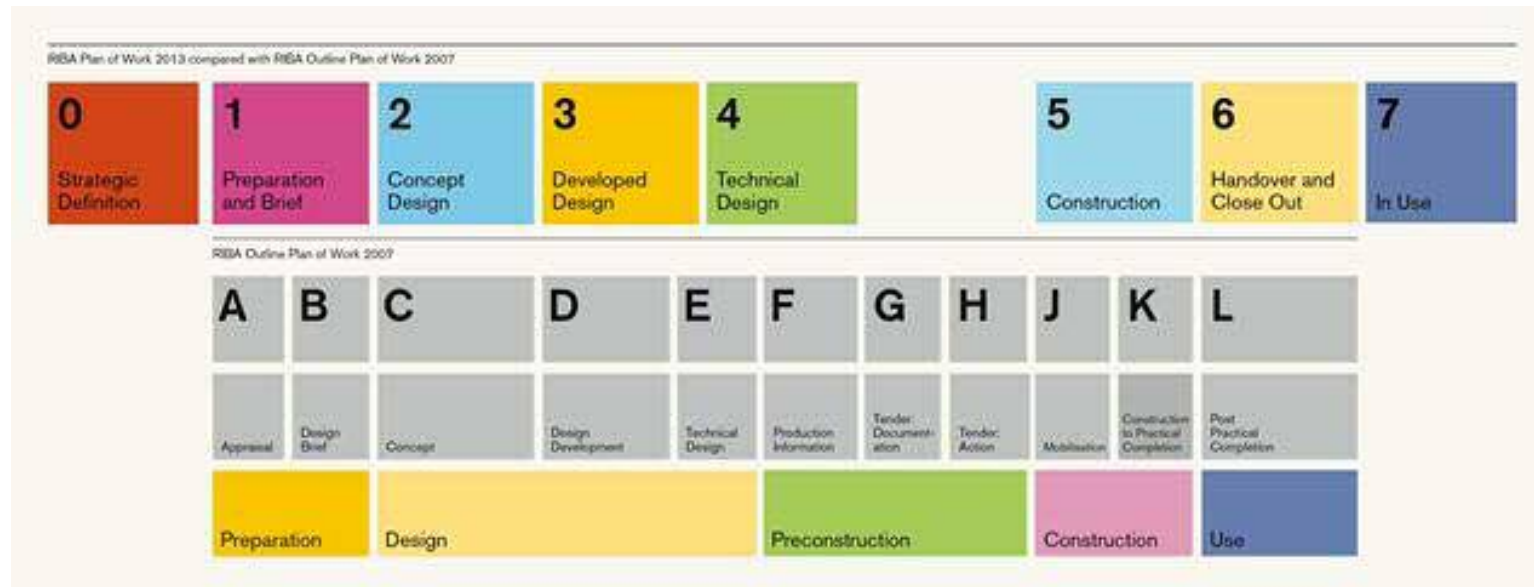
- **Complex lighting controls**
- **Creating particular effects**

### **Kitchen Designer**

- **Café or commercial kitchen**
- **Environmental Health requirements**



# THE RIBA STAGES



## RIBA Plan of Work 2013 revision

- Important to understand how the stages fit together and typical timescales
- Actual building work in Stage 5 - everything else is preparation!

***“Suppose one of you wants to build a tower? Will he not first sit down and estimate the cost, to see if he has enough money to complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him saying, ‘This fellow began to build and was not able to finish.’”***

***(Luke 14, 28-30)***



## **SO WHAT ARE THE STAGES?**

### **Stage 0 – Strategic Definition**

- **Deciding whether or not you have a project**
- **Feasibility study**

### **Stage 1 – Preparation and Brief**

- **Commissioning surveys**
- **Statement of Need**

### **Stage 2 – Concept Design**

- **Sketch proposals**
- **Preliminary budget estimate**

### **Stage 3 – Developed Design**

- **Formal applications to statutory authorities**

## **SO WHAT ARE THE STAGES?**

### **Stage 4 – Technical Design**

- **Coordination of design information**
- **Tendering**

### **Stage 5 – Construction**

- **Building the building!**

### **Stage 6 – Handover and Close Out**

- **Receiving the completed building**
- **Defects period**

### **Stage 7 – In Use**

- **Post-occupancy evaluation and reflection**



# **LEADERSHIP WITHIN THE CHURCH COMMUNITY, BRIEFING AND DECISION MAKING**

## **Consultation**

- **Wide discussion**
- **With the PCC, congregation, wider user groups**
- **Majority voice**

## **Briefing**

- **Clear and agreed**
- **Considered against your needs and aims**
- **Relevant for selection of architect and project brief**

# **LEADERSHIP WITHIN THE CHURCH COMMUNITY, BRIEFING AND DECISION MAKING**

## **Leadership and delegation**

- **Single client project manager**
- **Easily contactable**
- **Sense of authority and lines of communication**
- **Demanding and important role**

## **When is it appropriate to have a paid Project Manager?**

- **Traditionally undertaken by architects**
- **Helps define success criteria, monitor risk and programme**
- **Good idea for certain size of project**

# MANAGING THE CONSTRUCTION PROCESS

## Choosing the Right Builder

- Huge impact on quality of completed project and experience of getting there
- References from previous clients
- Ensure relevant experience in the Sector
- Ensure they have experience of projects of your size and complexity
- Carry out financial checks

## Procurement and Tendering

- Traditional contracts
- Choosing builder earlier on:  
‘Design and Build’ vs ‘Two Stage Tendering’

# MANAGING THE CONSTRUCTION PROCESS

## Managing Change and Cost Control

- Expected part of construction process – it happens!
- Reasons for change
- Clear communication
- Record changes in 'as built' drawings
- Review and monitor budget regularly





# **KEEPING THE TEAM WORKING TOGETHER FOR A SUCCESSFUL OUTCOME**

## **Maintaining momentum**

- **Beginning, middle, end**
- **Key individuals driving the project**

## **Client Ownership**

- **Full engagement through all decision making**

## **Managing Design Change**

- **Signing off processes for each stage**
- **Reasons for change and implications**
- **Keep overall goals in mind**

# **KEEPING THE TEAM WORKING TOGETHER FOR A SUCCESSFUL OUTCOME**

## **Agreeing and maintaining a programme**

- **Stick to it**
- **To guide everyone**
- **To focus fundraising**
- **Establish regular pattern of meetings**

## **Handover**

- **Celebrate and enjoy your vision!**









