



## St Martin-in-the-Fields Projects - January 2018

### Preamble

In accord with the policy of London Diocese, St Martin's began mission action planning 20 years ago. In 2014 for the first time what had been a PCC plan became a joint PCC and SMITFL plan, and that plan was refreshed in 2016. It is rewarding to see just how much of the 2014 and 2016 plans have been fully implemented, in relation for example to wage policy, governance, weeknight worship, outreach to those with no recourse to public funds, vision statement, energy efficiency, disability, HeartEdge, the Frontline Network, choral music and internal commercial concerts. The SMAP process has been significant in fostering a collaborative spirit across St Martin's and the results are everywhere around us.

Since the adoption of the 2016 SMAP the two major developments have been the inception of the Trust's £25m Building Futures campaign and SMITFL's plans significantly to increase its profits. While celebrating partnerships with CSTM and St Martin's Charity this 2018 plan seeks primarily to incorporate those two aspirations within an overall strategy.

This action plan continues to reflect the three abiding aims set out in the structure of the 2014 SMAP, and reiterated in 2016 –

- Broadening and deepening our programmes
- Incubating new projects
- Becoming an exemplary organisation

As to the format of the plan, this document introduces the projects that we expect to undertake across St Martin-in-the-Fields during the period 2018-2021. The projects are first listed with their expected costs: costs for projects that establish a regular cycle of events are shown on an annual basis, whereas projects that have a definite start and finish are shown with a one-off project cost. The projects shown with zero cost, while not requiring financial outlay, will still require time and effort from groups or individuals. Included at this point are projects from the 2014 SMAP that have progressed substantially and that we now propose be closed. Each project is then described in a short outline, which expresses the rationale behind the project, what it aims to achieve, who will deliver it and when, and the overall impact of the project on the organisation.

As we believe we have the organisational bandwidth to tackle all of the listed projects in the period 2018-2021, we have not prioritised the projects, but the Building projects will be the priority for donations unless specifically requested otherwise. It is important to note that the aim of the Building Futures campaign is to raise money to finance necessary investment in the fabric, and additionally to raise money for music, homeless and theology initiatives, without impinging on the PCC budget. In this way the 2018 SMAP is a genuine partnership between the PCC, SMITFL, and the Trust. It also means that projects for which sufficient funds cannot be generated will not happen; the PCC will not be liable for their sustenance.

## Funding (Cash costs)

Projects with zero cost require the investment of time from individuals but no cash outlay. Some projects will generate revenue and therefore be partially self-funding. All project costs are high level estimates and are provided for strategic decision-making and fund-raising purposes; detailed costings will be developed as part of scoping once a project is approved.

<b>Project Area</b>	<b>Project Type</b>	<b>Project Name</b>	<b>One-off Project Cost (£k, excl. inflation)</b>	<b>Annual cost (£k, excluding inflation)</b>
HeartEdge	Broadening and Deepening	St. Martin's Forum	0	48
HeartEdge	Broadening and Deepening	Nazareth Community	0	55
Music	Broadening and Deepening	Music partnerships	0	15
Music	Broadening and Deepening	Great Sacred Music extension	0	15
Music	Broadening and Deepening	St. Martin's Voices Fellowship	0	37.5
Music	Broadening and Deepening	Sound of St. Martin's Series	0	35
Music	Broadening and Deepening	St. Martin's Instrumental Fellowship	0	37.5
Music	Broadening and Deepening	Youth music	5	10
HeartEdge	Incubating new projects	HeartEdge movement	0	103
HeartEdge	Incubating new projects	Sheppard Fellows	0	153
Music	Incubating new projects	With St. Martin's	0	75
Music	Incubating new projects	Digital Broadcasting	30	40
Diversity	Becoming an exemplary organisation	Deepening Diversity	0	0
Fair Trade	Becoming an exemplary organisation	Promoting Fair Trade	0	0
Music	Becoming an exemplary organisation	St. Martin's Arts Leadership Programme	0	37.5
Hospitality	Becoming an exemplary organisation	The Crypt Kitchen	1,393	0
Hospitality	Becoming an exemplary organisation	Foyer Enhancements	283	0
Hospitality	Becoming an exemplary organisation	Maximise the Gallery	210	0
Building	Becoming an exemplary organisation	External building work	400	0
Building	Becoming an exemplary organisation	Internal building work	582	0
Building	Becoming an exemplary organisation	Kitchen renovation	385	0

## SMAP 2014 projects

<b>Project Area</b>	<b>Project Name</b>	<b>Comment</b>
SMAP 2014	Offer administrative services to other organisations	
SMAP 2014	Develop a global web ministry	The work envisaged has been absorbed into St Martin's Forum, Digital Broadcasting and the new website.
SMAP 2014	Broaden the impact of work with those with no recourse to public funds	The work envisaged has been absorbed into HeartEdge.
SMAP 2014	Improve air quality around St Martin's	We have undertaken monitoring activities to the extent possible.
SMAP 2014	Embody our commitment to access to work for all	Our work with the Clink prison has superseded this project.
SMAP 2014	Reflect on hospitality to, and work on deeper partnership with, disabled people	A cross-site meeting has now been established to move this forward and a formal project is no longer required.

## Broadening and deepening

<b>Project: St Martin's Forum</b>		
<b>Project Manager: Richard Carter</b>		
<b>Project Area: HeartEdge</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	HeartEdge rests on a socially-engaged theology that demands we address the challenging issues of the day in the context of faith. The St. Martin's Forum will build on the popular Autumn Lectures and reach out to a wider audience.
Objectives and Benefits	What?	To deliver an annual lecture series, regional events, digital resources and regular publications that explore and expound the theology behind the ministry of St. Martin's.
Timescale	When?	Over the coming years we will increase the number of events and outputs (publications or digital resources) that we deliver.
Resource	How? Who?	Need extra digital resource. Otherwise existing Education Group and AVMI + Sheppard Scholar will deliver. Need extra funds to remunerate speakers. Second Sheppard Scholar to assist with publication.
Consequences	Impact?	Along with Sheppard Scholars Programme and Vicar's profile to raise SMITF's theological profile
Dependencies	Impact?	Requires good partnerships e.g. with Coexist House

<b>Project: Nazareth Community</b>		
<b>Project Manager: Richard Carter</b>		
<b>Project Area: HeartEdge</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	The congregational life of St. Martin's is thriving: it is lively, but at the same time profound. The Nazareth Community will enable individuals to deepen their lives of discipleship.
Objectives and Benefits	What?	To establish the Nazareth Community, an intentional community rooted in but not exclusive to members of St Martin's congregation, which offers opportunities for contemplative prayer, social action, theological reflection and liturgical ministry.
Timescale	When?	47 members commissioned in March 2018
Resource	How? Who?	Richard plus pastoral assistant
Consequences	Impact?	The Nazareth Community will deepen the common life of the church.
Dependencies	Impact?	Success depends on sufficient numbers of the congregation signing up for a year at a time.

<b>Project: Music partnerships</b>		
<b>Project Manager: Caroline Molloy</b>		
<b>Project Area: Music – In-house concerts</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	In order to increase our in-house concert offering, we have started working with new, well-respected orchestras of a similar artistic stature so that in partnership we can deliver concerts that raise the bar at St. Martin's.
Objectives and Benefits	What?	Develop partnerships with orchestral organisations of similar aims and outlook, enabling their players to work with our emerging choral talent (e.g. South Bank Sinfonia, Maitrise de Notre Dame) and increasing the number of concerts by new ensembles.
Timescale	When?	We have already started pilot projects with the South Bank Sinfonia and the Academy of St Martin in the Fields. Over the next 5 years, we aim to develop partnerships with 3-4 groups that can work 2-3 times per year with our choral groups. We also aim to deliver standalone concerts with new ensembles.
Resource	How? Who?	St Martin's Voices and music marketing.
Consequences	Impact?	These partnerships and the emerging concerts will develop the artistic quality of the St. Martin's offering.
Dependencies	Impact?	These partnerships will only be possible if the St. Martin's Voices Fellowship Scheme is funded.

<b>Project: Great Sacred Music extension</b>		
<b>Project Manager: Andrew Earis</b>		
<b>Project Area: Music – In-house concerts</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	The format of Great Sacred Music, sitting as it does at the border between attending a concert and participating in worship, has attracted sizeable audiences. This project will build on this success and reach out to a wider audience outside the lunchtime slot.
Objectives and Benefits	What?	Develop a series of Monday early evening events of varying style and content, based on the basic format of inspiring music interspersed with reflection and/or discussion. Explore events that can run in parallel, such as discussions or forums.
Timescale	When?	Our target over the next 10 years is to deliver 9 events per year.
Resource	How? Who?	All choral groups
Consequences	Impact?	These events raise our artistic profile while also communicating our ethos to potential new audiences.
Dependencies	Impact?	We could increase the attendance of these events with more music marketing. The success of the events depends on attracting interesting "speakers".

<b>Project: St Martin's Voices Fellowship</b>		
<b>Project Manager: Sarah Maxted</b>		
<b>Project Area: Music – Music education</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	The fellowship will ensure a continual source of talent for our own in-house concerts. It also addresses a gap in the employment market for individuals who are 1-2 years into their singing career.
Objectives and Benefits	What?	Make the St Martin's Voices Fellowship scheme permanent so that we have a pool of singers who can perform in our own in-house concerts.
Timescale	When?	We have completed a pilot project. We aim to appoint 8 singers per year, each of whom will work for 20-30 days during the year. As the project becomes embedded, we will increase the number of days worked.
Resource	How? Who?	Music team
Consequences	Impact?	This project is vital for the successful delivery of our own in-house concert programme.
Dependencies	Impact?	

<b>Project: Sound of St Martin's Series</b>		
<b>Project Manager: Sarah Maxted</b>		
<b>Project Area: Music – In-house concerts</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	Sitting front and centre of St. Martin's public offering, our popular concerts are too important to sub-contract entirely to concert promoters as in the past. This project will allow us to deliver our own high-quality, commercial concert programme.
Objectives and Benefits	What?	Develop a new series of commercially-aware concerts.
Timescale	When?	We are aiming for 10 concerts in the 2018-19 season (starting in September 2018), 20 concerts in the 2019-20 season, and further growth after that.
Resource	How? Who?	We required the development of in-house orchestral musicians and music marketing.
Consequences	Impact?	The development of our own in-house concerts reduces our risk with respect to concert promoters, enhances the control and quality of the St. Martin's artistic brand, and generates revenue.
Dependencies	Impact?	These concerts will only be possible if the St. Martin's Voices Fellowship Scheme is funded.

<b>Project: St Martin's Instrumental Fellowship</b>		
<b>Project Manager: Andrew Earis</b>		
<b>Project Area: Music – Music education</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	In order to develop concert programmes with wide appeal we need to establish a reputation for instrumental performance that rivals our name in choral music. By developing the St. Martin's Instrumental Fellowship, we will continue the legacy of excellence in instrumental music established by Sir Neville Marriner and the Academy of St Martin in the Fields.
Objectives and Benefits	What?	Develop a Fellowship for up to 10 instrumental performers to run alongside our St Martin's Voices Fellowship.
Timescale	When?	Our aim is to pilot this during the 2018-19 season and have it established in 2019-20.
Resource	How? Who?	Music team + external consultancy.
Consequences	Impact?	By bridging both sides of the musical world we will be able to offer a broad and attractive in-house concert programme that will extend the appeal of St. Martin's to the classical music-going public.
Dependencies	Impact?	There needs to be a willingness across the organisation to take instrumental music as seriously as we take voice.

<b>Project: Youth Music</b>		
<b>Project Manager: Andrew Earis</b>		
<b>Project Area: Music – Music education</b>		
<b>Project Type: Broadening and deepening our programmes</b>		
Background	Why?	We have successfully run a children’s choir at St. Martin in the Fields for a number of years. We should build on this success and provide choral singing opportunities for teenagers.
Objectives and Benefits	What?	Establish a new choral group for the 11-17 age group.
Timescale	When?	We will pilot the new choral group in 2018-19, aiming to build the numbers of subsequent years.
Resource	How? Who?	A new choir master.
Consequences	Impact?	The new choir will bridge the gap that currently exists between the children’s choir and the adult choral groups, enhancing our reputation and extending our ministry.
Dependencies	Impact?	

## Incubating new projects

<b>Project: HeartEdge movement</b>		
<b>Project Manager: Jonathan Evens</b>		
<b>Project Area: HeartEdge</b>		
<b>Project Type: Incubating New Projects</b>		
Background	Why?	Launched in February 2017, the HeartEdge movement has begun to encourage outward-looking and sustainable institutions that share the St. Martin's ethos.
Objectives and Benefits	What?	To develop a network of 250 churches, around a core group of 12, that is committed to bringing together culture, commerce and charity in the context of congregational life.
Timescale	When?	We currently have 35 members. By the end of 2018, we are aiming for 100 associated institutions, which we hope to recruit via events (each with a target attendance of 50-70 people and an expectation of recruiting 10 institutions from each event), an annual conference, a website, and further networking. By the end of 2020-21, we are aiming for 250 associated institutions.
Resource	How? Who?	An initial staff level of one Associate Vicar for Partnership Development one Sheppard Scholar and one pt project development worker.
Consequences	Impact?	HeartEdge is a movement that will foster the renewal of the church, particularly the part of the church that shares St. Martin's ethos.
Dependencies	Impact?	HeartEdge hopes to be part of the Diocese of London's Strategic Development Fund bid. This could bring significant funds but could also incur responsibilities.
<b>Project: Sheppard Fellows</b>		
<b>Project Manager: Jonathan Evens</b>		
<b>Project Area: HeartEdge</b>		
<b>Project Type: Incubating New Projects</b>		
Background	Why?	A sustainable Heart Edge network will require individuals across the associated institutions that have a shared understanding of the St. Martin's way. This project will build on the existing Pastoral Assistant scheme and enable us to tie the Heart Edge network together.
Objectives and Benefits	What?	To raise up future leaders by providing financial support for interns at 10 of the Heart Edge partner churches nationally, plus 2 in London and 3 at St Martin's. These individuals will attend together six annual seminars for discipleship, ministry, mission, and theological formation.
Timescale	When?	Two Sheppard Scholars at St Martin's starting September 2018, roll out beyond that as funds permit.
Resource	How? Who?	Run by 1 Sheppard Scholar and AVPD at St Martin's
Consequences	Impact?	Desk space for one further pastoral assistant. Programme time from vicar.
Dependencies	Impact?	If the 75/25 funding scheme is to work, it needs buy in from key HeartEdge churches

<b>Project: With St Martin's</b>		
<b>Project Manager: Sarah Maxted</b>		
<b>Project Area: Music – Outside St Martins</b>		
<b>Project Type: Incubating new projects</b>		
Background	Why?	We have successfully expanded our presence across the country in terms of concerts and other music-making activities. We have also made successful international visits, combining performances by our voluntary and professional choirs with speaking/discussion events. We should build on this to raise our profile, broaden the experience of our musicians, and establish a music programme that runs alongside and supports HeartEdge.
Objectives and Benefits	What?	Create an annual series of events throughout the UK and overseas, called <i>With St Martin's</i> , involving our professional, educational and voluntary music making groups in choral music activities in towns and cities, and at festivals (e.g Greenbelt), across the United Kingdom. Alongside concerts, this would involve collaborative music making (e.g. Come-and-Sing events, joint events, community events) and also collaborating with the other parts of St Martin's in joint events e.g. <i>Frontline Network, HeartEdge Network</i> etc.)
Timescale	When?	During 2018-19 we will pilot 3 trips. Our target over the next 2-3 years is to conduct 6 events a year.
Resource	How? Who?	
Consequences	Impact?	
Dependencies	Impact?	Sam's speaking programme. HeartEdge.

<b>Project: Digital broadcasting</b>		
<b>Project Manager: Andrew Earis</b>		
<b>Project Area: Music – Outside St Martins</b>		
<b>Project Type: Incubating new projects</b>		
Background	Why?	We have successfully piloted a monthly podcast of Great Sacred Music with St Martin's Voices and want to build on this to make our music available more widely and through a range of media.
Objectives and Benefits	What?	We will produce an increasing number and range of podcasts and video casts of events at St Martin-in-the-Fields. To realise this, we need to develop our infrastructure by establishing permanent recording facilities on site.
Timescale	When?	We will establish the recording facilities in 2017-18 (hence the one-off project cost), enabling us to deliver regular outputs in subsequent years.
Resource	How? Who?	
Consequences	Impact?	This work will raise the profile of St. Martin's artistic offering and attract a wider audience to our concerts.
Dependencies	Impact?	

## Becoming an exemplary organisation

<b>Project: Deepening Diversity</b>		
<b>Project Manager: Jonathan Evens</b>		
<b>Project Area: Additional</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	<p>Although we are called to set aside earthly distinctions, as human beings, we can't avoid making them. Scientific research, in neuroscience, cognitive psychology and social psychology, shows that our unconscious preferences play a primary part in how we engage with people and the decisions we make about them. Our brains are quick to categorise people, and we use the most obvious and visible indicators to do this: age, body weight, physical attractiveness, skin colour, gender and disability. We also use other less visible dimensions such as: accent, social background, sexual orientation, nationality, religion, education, and even job title. With these categories we automatically assign a whole set of unconscious characteristics, good and bad. Categorisation is automatic, happens unconsciously, and influences everyone, no matter how unbiased we think we may be. Like most other responsible institutions, the Diocese of London is now addressing this issue, by rolling out Unconscious Bias training across leadership teams and parishes.</p> <p><i>(from the forthcoming Diocesan leaflet on UBT)</i></p> <p>Like most parishes in the Diocese of London, our ordained and lay leadership teams could do better in reflecting the community we serve. We rightly celebrate the ethnic diversity of our staff team and rest on the laurels of our reputation in sexuality; we should long for the day when we can celebrate equally across the whole site.</p> <p>We should be brave enough to challenge ourselves to do better (and, of course, to celebrate where we already do well).</p>
Objectives and Benefits	What?	<p>The objectives of the project are:</p> <ul style="list-style-type: none"> <li>• To find appropriate measures to monitor 'who is in the room' so that our diversity can be audited</li> <li>• To ensure that all those responsible for recruiting staff and volunteers are challenged and encouraged to attend training, put learning into practice, share best practice (of which there is much).</li> <li>• To engage in some theological reflection (perhaps in partnership with Canon Tricia Hillas at St Paul's)</li> </ul> <p>(PCC, committees, trustees, stipendiary and paid staff, choirs, intercessors, readers, stewards, chalice assistants, vergers, etc, etc)</p> <p>The benefits of the project are:</p> <ul style="list-style-type: none"> <li>• We will better reflect the nature of God</li> <li>• We will continue to broaden our reputation as an inclusive church beyond matters of sexuality</li> <li>• We will be appropriately confident that we take diversity seriously</li> <li>• We will be a model to other parishes in the Diocese</li> </ul>

Timescale	When?	This project could be complete within a year, and would then need a regular, probably annual, review for slippage.
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<b>Project: Promoting Fair Trade</b>		
<b>Project Manager: Sarah Martin</b>		
<b>Project Area: Additional</b>		
<b>Project Type: Becoming an Exemplary Organisation</b>		
Background	Why?	At St Martin-in-the-Fields we are completely aligned with the values and objectives of the Fair Trade movement. This project will enable our church to become Fair Trade Place of Worship, serving Fair Trade products and thus gaining the benefits of a recognised association with the movement while promoting its values and objectives.
Objectives and Benefits	What?	The project will lead St Martin-in-the-Fields through the application process to become a Fair Trade Place of Worship.
Timescale	When?	Target date December 2019
Resource	How? Who?	A small group of committed people across the site, meeting at least 3 times a year, with responsibility for preparing for Fair Trade fortnight and learning from our HeartEdge partners who have already achieved the Fair Trade church status.
Consequences	Impact?	A deeper understanding of some of the causes of the poverty faced by our international neighbours in the developing world. An increased awareness of the importance of using our buying power responsibly. An increased ability to use our buying power responsibly.
Dependencies	Impact?	In order to meet the Fair Trade eligibility criteria, support from other parts of the organisation is needed. For example, during Fair Trade Week, the shop could promote Fair Trade products or posters could be displayed in our exhibition areas.

<b>Project: St Martin's Arts Leadership Programme</b>		
<b>Project Manager: Andrew Earis</b>		
<b>Project Area: Music – Music education</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	The arts programme at St Martin's is unique, with a proposition that diverges from traditional church music and appeals to a broader public. This investment will ensure the longevity of our way of doing things.
Objectives and Benefits	What?	Develop a new programme to train the next generation of entrepreneurial leaders in church music, choral music and arts administration.
Timescale	When?	A pilot starts in September 2017 with a choral conducting fellowship. In 2018-19 we are aiming for 2 fellows, in either conducting or arts administration, working 2 days/week. Our longer term aim is for 2/3 fellows per year.
Resource	How? Who?	Music team
Consequences	Impact?	
Dependencies	Impact?	

<b>Project: The Crypt Kitchen</b>		
<b>Project Manager: SMITFL Directors and staff working group and external agents</b>		
<b>Project Area: Hospitality</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	The Café is the major revenue generator for SMITFL. It needs to be substantially enhanced if it is to meet the changing demands of our customers and the food services industry.
Objectives and Benefits	What?	The project will modernise the food service provided in the Crypt of St--Martin-in-the-Fields both in concept and practical delivery. The key concept is based on the idea of the kitchen as the centre of the home and the family: we aim to create a warm and welcoming “Kitchen in the Crypt” with a central “Friendship Table”. The delivery comprises three different offerings: the Pantry, the Bakery and the Show Grill, covering the needs of those who want to “grab a sandwich and go” to those who want a “proper square meal” experience.
Timescale	When?	
Resource	How? Who?	Premises team, Catering team and external contractors (cost of external contractors included in budget)
Consequences	Impact?	Work could be phased otherwise the Café will be closed during this substantial renovation.
Dependencies	Impact?	We need to seek and get approval from the Diocesan Advisory Committee.
<b>Project: Foyer Enhancements</b>		
<b>Project Manager:</b>		
<b>Project Area: Hospitality</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	This project supports the Kitchen in the Crypt project by improving the visibility and flow of people into the newly envisaged dining area.
Objectives and Benefits	What?	The Foyer layout would be revised to: <ul style="list-style-type: none"> <li>• Open up part of the archways from the Foyer into the Crypt</li> <li>• Relocate Box Office to improve access from the Foyer into the Crypt</li> <li>• Relocate the “tomb stones” to a “Contemplation area” in the lightwell</li> <li>• Create a quick serve coffee bar and comfy seating area in the foyer</li> </ul>
Timescale	When?	
Resource	How? Who?	Premises team and external contractors (cost of external contractors included in budget)
Consequences	Impact?	There would be a period of limited access to and through the Foyer and the services located in it.
Dependencies	Impact?	The project only makes sense in support of the Crypt Kitchen project.

<b>Project: Development of the Gallery</b>		
<b>Project Manager: SMITFL Directors and staff working group and external agents</b>		
<b>Project Area: Hospitality</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	The Gallery is a beautiful and evocative but under-utilised that could make a substantial contribution to SMITFL profits. This project envisages developing the food and drinks offer in the Gallery, targeting the lunchtime market, our concert goers, the after-work and pre-theatre markets.
Objectives and Benefits	What?	The project will introduce a food and drink station under the central vault in the Gallery, with lounge seating and tables filling the rest of the Gallery space.
Timescale	When?	
Resource	How? Who?	Premises team, Catering team and external contractors (cost of external contractors included in budget)
Consequences	Impact?	
Dependencies	Impact?	We need to seek and get approval from the Diocesan Advisory Committee.

<b>Project: External building work</b>		
<b>Project Manager: Ryan Tyler</b>		
<b>Project Area: Building Phase I</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	The architectural grandeur of St. Martin's draws visitors from all over the world. This project will ensure that all who come here will continue to be attracted and inspired.
Objectives and Benefits	What?	The project will: <ul style="list-style-type: none"> <li>• survey the ironmongery to ensure all are structurally safe, repair and refurbish as necessary and redecorate all external iron railings and gates;</li> <li>• maintain and repair all external paving, stairs, entrances to ensure continued safe access and survey and repair all drainage outlets to ensure rainwater run-off, waste water from kitchens and toilets is efficiently removed from site.</li> </ul>
Timescale	When?	A possible timing is May – September 2019
Resource	How? Who?	Premises team and external contractors (cost of external contractors included in budget)
Consequences	Impact?	During the project there may be limited access to the building and so a potential reputational and income generation risk.
Dependencies	Impact?	A survey (X-ray of railings) is required to determine the precise scope of work and the final costings. We need to seek and get approval from the Diocesan Advisory Committee and Westminster Council.

<b>Project: Internal building work</b>		
<b>Project Manager: Ryan Tyler</b>		
<b>Project Area: Building Phase I</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	Once inside St. Martin's, we want our visitors to continue their aesthetic experience and also feel that they are in a modern, secure, and well-functioning, sustainable building.
Objectives and Benefits	What?	<p>The project will:</p> <ul style="list-style-type: none"> <li>• Redecorate the building interior via a rolling programme</li> <li>• Upgrade all Building Management Systems which automatically manage services such as heating, ventilation, metering, fire safety controls and hot water systems</li> <li>• Replace elements of the Church heating and ventilation systems</li> <li>• Maintain the waterproofing of the Church perimeter – this item should be done just before the external railings</li> <li>• Replace and repair interior flooring</li> <li>• Replace toilets (not including Café)</li> <li>• Replace toilets in the Café – basic refurbishment (not replacing stonework flooring and worktops or drainage and services infrastructure)</li> </ul>
Timescale	When?	Possible from Jan 2018 – Oct 2019, overlapping with the external work
Resource	How? Who?	Premises team
Consequences	Impact?	Reduced access and use of the buildings. A period of church closure may be required.
Dependencies	Impact?	Faculty permissions are required plus statutory approval from Westminster City Council Buildings team. The waterproofing of the Church perimeter should be done just before the external railings
<b>Project: Kitchen renovation</b>		
<b>Project Manager: Ryan Tyler</b>		
<b>Project Area: Building Phase I</b>		
<b>Project Type: Becoming an exemplary organisation</b>		
Background	Why?	The Café is a major revenue generator for St. Martin's. Investment in the kitchen and services behind the Café is key in enabling us to keep up with the ever-increasing demand for quality and variety in the food service sector.
Objectives and Benefits	What?	The project will replace or repair all kitchen and Café services equipment including cold-rooms, condensers, cooking and chilled goods equipment.

Timescale	When?	There is a 9-month lead time to this project, comprising 3 months of consultation and 6 months of planning/tendering. The best timing for the project would be in the quiet period between August and early September.
Resource	How? Who?	Premises team and external contractors (cost of external contractors included in budget)
Consequences	Impact?	Loss of earnings due to Café closure and knock-on impact on Shop and Concert revenues. Only a skeleton staff would be required so there is an impact on staff. Closure could impact the reputation of St. Martin's. As some elements of this project are included in The Crypt Kitchen project, the costs of the latter will decrease slightly if this project is undertaken first.
Dependencies	Impact?	Statutory bodies would need to validate any changes in access, facilities and layout to ensure changes remain in line with the St Martin's premises licence. We would require Diocesan Advisory Committee approval.