

Project Summary

The Sulgrave Club has been providing successful youth services in LB Hammersmith & Fulham for over 80 years, mostly from our current premises, a converted Grade II Listed residential property in a Conservation Area in Goldhawk Road, London W12. We wanted to continue and build on this success by making significant changes and modifications to our building. Therefore, we began fundraising for a major refurbishment project from early 2017.

Project Aims

The aims of the project were to:

- Make the building more attractive and welcoming for children and young people.
- Free up space within the building for daytime and early evening work with children and young people.
- Improve the potential for daytime use of the building by other organisations providing services for children and young people.
- Increase the income we could secure from letting different parts of the building.
- Make the building safer and more economical to run.

Project Objectives

1. Exterior Reconfiguration (Phase 1)

- Excavate, level off, and re-pave the area in front of the building, so improving access for pedestrians and allowing safe access for vehicles for youth work purposes.
- Remove the front wall and install a new sliding gate entry system, so providing a secure perimeter and a controlled entrance to the Club.
- Repair the front steps and renovate and re-paint the front of the Club, so making it a more attractive place for children, young people, and other members of the community to visit.

2. Interior reconfiguration (Phase 2a)

- Relocate and reconfigure the stairs at the back of the building and construct a single storey rear extension, providing a new office and a new kitchen for potential lessees.
- Relocate and reconfigure the downstairs toilets, allowing separate access to boys, girls, and adults' toilets from different parts of the building.
- Clear a passageway from the back of the building to the front, so creating an additional fire escape route.

3. Interior upgrade (Phase 2b)

- Install two new boilers in a single location and replace the old gas piping, leading to an estimated 35% - 50% reduction in heating bills.
- Replace the electrical wiring throughout the building.

Project Design & Cost

The refurbishment project was designed for us by the architects, SJW Architects Ltd, and the works were costed for us, in late 2016, by Wates Living Space. The original budget for the project was £266,350. To minimise disruption to the services we delivered at the Club, and for work to progress before we had raised all the money, the work was designed to be completed in separate phases.

Phase 1 – Exterior Reconfiguration

By September 2018 we had raised enough money to undertake Phase 1, the levelling of the forecourt and the renovation of the front of the building. Work began in October 2018. Uncovered gas pipes and electrical cables had to be moved, delaying the project, and increasing the cost, but

otherwise the work went well. By the end of February 2019, we had a safe parking space in front of the Club, a new, secure sliding gate entry system, and repaired and repainted frontage, making the Club a much safer, more attractive, and inviting place for children and young people to visit.



Before



After

Works – Phase 2 – Interior Reconfiguration & Refurbishment

Throughout 2019, we continued to fundraise for the project. By July 2020, although both our service delivery and our fundraising were disrupted by the first Covid-19 lockdown, we had raised an additional £65,000 in funding and pledges from charitable trusts and had committed £285,000 of our own reserves towards the project.

At this stage, we had two issues to deal with. Our original costings were now out of date, so it was unclear what we could achieve with the money we had raised. We decided we needed to revisit

the plan and revise it with up-to-date costings and, where necessary, amend it so that the work could be completed using the amount of money we had available.

Before we could do that, however, we had an immediate problem. Our two existing boilers were now deemed to be beyond repair and in need of immediate replacement. As their replacement and relocation was included in Phase 2 of the project, we decided to proceed with this work immediately. The boilers were replaced and relocated by the end of August 2020.

At the same time, we commissioned our architects, SJW Architects Ltd, to 1) draw up and cost revised plans for the project, in line with the money we had available; 2) secure the relevant building permissions for the project to proceed; and 3) produce a tender document for which we could invite bids from appropriate contractors. Because of Lockdowns 2 & 3, as well as key players contracting Covid in the times in between, this all took a lot longer than anticipated. However, by early the following year we were ready to put the project out to tender, which we duly did on 26 March 2021.

Three tenders were received. On 7th July 2021, at a meeting of the Management Committee hosted by our architects, these bids were discussed. On the grounds of providing the most economical bid, the building firm GPMM Build Ltd were chosen to deliver the contract. Following a drain survey, building works commenced in November 2021. The bulk of the work was completed by April 2022, with the contract being completed and finally signed off in November 2022.

A new entrance and passageway were built on the left of the building and a new, single storey extension was built at the rear of the building, providing a separate entrance, a new office, and space for a new kitchen for any new lessees of the building. The downstairs toilets were modernised and relocated, and a passageway was built from the back of the building to the front, so creating an additional fire escape route.





Project Impact

We undertook the refurbishment as we believed it would make The Sulgrave Club a more attractive, healthier, safer, and more sustainable facility, and it would lead to an increase in the number of services we could offer children and young people, in the number of children and young people who came to the Club, and in the amount of income we could generate from lettings. We set the following targets, using our 2018 monitoring figures and 2018-19 accounts as baselines.

1. Provision	2018 Actual	Target + 25%	2022 Actual
A 25% increase in hours the Club provides services for children and young people during term time.	14 hours	18 hours	17.5 hours
2. Attendance (Junior & Senior Club only)	2018 Actual	Target + 10%	2022 Actual
A 10% increase in yearly attendance.	569	626	519
A 10% increase in average daily attendance.	41.4	45.5	31.2
3. Revenue	2019 Actual	Target + 10%	2022 Actual
A 10% increase in revenue generated from lettings.	£49,017	£53,919	-

Conclusion

As the table above shows, we have not hit our targets yet. However, we believe it is too early to make an accurate assessment of the full impact of the project. We have achieved an increase in our delivery hours, but our attendance figures remain low because they are still recovering from the hit they took during the lockdowns and service restrictions of the pandemic. In terms of income generated from lettings, we were fortunate that the end of our main daytime letting in mid-2021 allowed us to undertake the refurbishment without having to make complicated and potentially costly arrangements for alternative provision. However, we were very unfortunate that our subsequent search for a new lessee has coincided with the cost-of-living crisis. Small businesses like nurseries are struggling and not seeking new premises, and a potential trebling of our energy bills means our rents may become unaffordable.

However, we are very happy with the refurbishment that has been carried out. The Club looks and feels fresher and newer, both inside and out. Our attendance figures are beginning to rise as new cohorts of children and young people get to know and enjoy our new building and new services. And we believe the cost-of-living crisis will eventually come to an end. We are therefore very grateful to all the funders who have supported us with this project. Although it has taken longer than expected, we are now able to work with the children and young people of Hammersmith & Fulham in a building that is fit for purpose.

Statement of Account

Income - Feasibility & Phase 1			
13-Sep-16	Reserves	33,360	
08-Dec-16	Fidelity UK Foundation	10,000	
17-Jul-17	The Clothworkers' Foundation	30,000	
18-Jul-18	The Rank Foundation	4,000	
11-Sep-18	Reserves	8,925	
Feasibility & Phase 1 - Total Income			86,285
Expenditure			
Feasibility			
Oct 2016	SJW Architects Ltd - Designs	18,000	
	SJW Architects Ltd - Structural engineer	960	
	Butler & Young - M&E Consultant	14,400	
			33,360
Phase 1 - External Refurbishment			
Oct 2018	Electric, Gas - cable/pipe resiting	4,412	
to	LBHF pavement crossovers	5,013	
Feb 2019	Dean Brennand Builders	33,500	
	BEC Security - Fence & gate	10,000	
			52,925
Feasibility & Phase 1 - Total expenditure			86,285
Income - Phase 2			
11-Sep-18	Reserves	50,000	
05-Nov-19	Garfield Weston Foundation	25,000	
06-Mar-20	The Leathersellers' Company Charitable Fund	10,000	
09-Jul-20	Bernard Sunley Charitable Foundation	20,000	
25-Jun-21	The Leathersellers' Company Charitable Fund	10,000	
27-Sep-21	Reserves	274,850	
Phase 2 - Total Income			389,850
Expenditure			
Phase 2 (A) - Internal Refurbishment - Boilers, Designs, Permissions, Tender			
17-Jul-20	K Crozier Heating Ltd - Boilers	12,000	
03-Sep-20	K Crozier Heating Ltd - Boilers	23,376	
09-Sep-20	SJW Architects Ltd - Tender document	3,000	
30-Sep-20	SJW Architects Ltd - Tender document	14,500	
04-Feb-21	Measured survey	2,994	
17-Mar-21	Assent Building Control	888	
17-Mar-21	Assent Building Control	1,332	
			58,090
Phase 2 (B) - Internal Refurbishment			
08-Nov-21	Drain 365 Ltd (drain survey)	1,023	
02-Dec-21	GPM Build Ltd	30,141	
06-Jan-22	GPM Build Ltd	31,043	
24-Jan-22	GPM Build Ltd	39,387	
11-Feb-22	GPM Build Ltd	62,578	
14-Mar-22	GPM Build Ltd	84,874	
14-May-22	GPM Build Ltd (interim payment)	25,000	
19-Jun-22	SJW Architects Ltd	22,800	
07-Jul-22	Cooper Associates (structural engineers)	3,936	
29-Jul-22	GPM Build Ltd	23,253	
17-Nov-22	GPM Retention @ 2.5%	7,725	
			331,760
Phase 2 - Total expenditure			389,850
Refurbishment Project - Phase 1 & 2 - Total expenditure			476,135