

# Appointment Brief for the Resilient Heritage Business Plan

---

## 1. Introduction

St John's Hoxton, a Church of England church in the Diocese of London, is located in the centre of Hoxton in the London Borough of Hackney, immediately north of the City of London. The church, which is Grade II\* listed, was built in 1826 to the design of one of Sir John Soane's students, Francis Edwards.

These days the church has a growing and vibrant congregation. As well as providing worship services on Sundays and throughout the week the church is engaged in numerous community focused projects including Hackney Food Bank, Hackney Citizens and Friends of St John's. The church website is a great place to start when finding out more about the church [www.stjohnshoxton.org.uk](http://www.stjohnshoxton.org.uk).

## 2. The Re-Pitching the tent Project

Since 2010 St John's has been working on proposals to improve, restore and in places redevelop its site. The intended work can be broken down into 5 distinct aspects:

- i. Fully restore the church internally and externally and provide new facilities to make it fully accessible and fit for purpose for a modern worshipping community.
- ii. Provide a new Church Annexe adjoining the north side of the existing building to provide space for church, school and community use.
- iii. Reorder and improve the crypt space to allow it host a range of commercial and creative enterprises.
- iv. Build a new staff accommodation block to provide a new Vicarage with staff flats provided above.
- v. Build a block of mixed tenure housing as the church's response to the effects of the housing crisis in Hoxton.

The plans are currently at a Pre-application design stage. More details on these can be found in the pre-app report and drawings via the link on the Community Consultation and Scoping of Heritage Proposals appointment webpage.

## 3. Resilient Heritage Project

St John's has been awarded an HLF Resilient Heritage grant to improve both the current performance of the church and also prepare it for entering into the development phase of the capital works project. This application is for 6 distinct packages of work:

- i. Community Consultation and Scoping of Heritage Proposals
- ii. Fundraising
- iii. Outline Business Plan
- iv. Environmental Study
- v. Organisational Resilience
- vi. Heritage Impact Assessment

Each of these studies will consider both of the following:

- i. Improve the current workings of the church by putting forward systems that will enact change in the short to medium term.
- ii. Review the building development proposals and make clear recommendations that can be progressed during the capital project's development phase.

Each of the 6 commissions have areas where they will overlap with some, if not all, of the others. We expect some organisations to be capable of delivering more than one of these packages and in those cases would like to hear about the potential for combining elements of work.

#### 4. The Business Plan Commission

- 1) Review the existing operating model for income generated from the car park, church rental and ticketed music events. Produce a note (with at least one draft) making recommendations for short to medium term improvements.
- 2) Working alongside the Community Consultation commission, research market demand for the different proposed uses and likely price ranges for rental income in the church, crypt and hall post-development. Research will ensure that estimates of costs are grounded in current prices.
- 3) The information gathered will be developed into a short, succinct 10-15pp Outline Business Plan, which will include description of the following elements:
  - a. Vision for the space
  - b. Site opportunity (location, size, configuration, constraints)
  - c. Market assessment (kinds of uses, demand and prices)
  - d. Delivery (how it will be done)
  - e. Governance and management (legal structures for ownership, control and accountability)
  - f. Budget (income and expenditure)
  - g. Risks (assessment of key risks)
  - h. Viability of proposals
- 4) Recommendations- As an *outline* business plan the report will list recommendations for work to be delivered in a full business plan that would be delivered during the development phase of the capital project.
- 5) Collect data, including participant feedback where appropriate, throughout the commission to inform a project evaluation report at the conclusion of the project.

#### 5. Project Timetable

Refer to the final page of the Project Plan and Programme found via the link on the Community Consultation and Scoping of Heritage Proposals appointment webpage.

## 6. Tender information

### 6.1 Tender Requirements

- Proposed methodology, programme and timescales
- Details of relevant experience of working in comparable areas
- CV of the Consultant(s)
- Fee proposal for undertaking this work, fully broken down into work stages and tasks including a cost breakdown giving the daily rate of the consultant's expenses and VAT if applicable.

You may include images, plans or any other form of graphical illustrations you feel may help to illustrate your proposal.

### 6.2 Tender budget and evaluation

The chosen consultant will be selected based on:

- Understanding of the brief
- Proven experience
- The method proposed and assessment of the key issues to be addressed in the commission
- Fee Proposal

## 7. Management of Commission

The commission will be managed by the project manager Rob Quail, [rob@stjohnshoxton.org.uk](mailto:rob@stjohnshoxton.org.uk)

## 8. Fee

There is a budget of £4,000 for this work.

## 9. Terms and Conditions

We will require evidence of Professional Indemnity insurance cover

## 10. Further Information

Additional documentation attached:

- Project Plan
- Project Programme
- Capital scheme Pre-app report

For further information, please contact Rob Quail on [rob@stjohnshoxton.org.uk](mailto:rob@stjohnshoxton.org.uk). Tours of the site can be arranged with sufficient notice.

## 11. Closing date

The closing date for submissions is Friday 9<sup>th</sup> June. Interviews are likely to be held on June 14<sup>th</sup> (am or pm) or June 16<sup>th</sup> (am) with the appointment made by the end of that week.

## 12. Submission

Please email tender proposals to Rob Quail at [rob@stjohnshoxton.org.uk](mailto:rob@stjohnshoxton.org.uk)