



St John's Hoxton Resilient Heritage Project Plan

February 2017

When? (week commencing)	What?	Where?	Who will carry out the activity?	Who is the activity for?	What will you achieve?
Start/end dates. Activities are listed chronologically WITHIN EACH COMMISSION. Refer to Project Programme (last page) for helpful timeline overview	The individual activities that we will deliver to achieve our project outcomes. Activities belong to one of 6 COMMISSIONS.	Where the activities will take place.	Those responsible for managing the activity.	Those who will be involved in the activity or to whom the activity is aimed at.	The detail of the outcomes that will be achieved by carrying out the activity.
COMMUNITY CONSULTATION AND SCOPING OF HERITAGE PROPOSALS					
15/05/17-12/06/17	COMMUNITY CONSULTATION Review of previous consultations. Produce outline report and present to staff team.	St Johns office records, use of meeting rooms	Community consultation appointee (see programme) with overview from Vicar and Project Manager	St John's staff team, PCC	Provide a comprehensive record of the all community consultations that St John's has carried out in the last 10 years and review programmes that have enabled visitor to engage with the building's heritage. Identify new opportunities that are yet to be explored and areas that require revisiting. Compile a list of current partners.

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15/05/17-12/06/17	COMMUNITY CONSULTATION Stakeholder research. Produce outline report and present to staff team.	Hoxton community organisations including local schools, resident associations, cultural venues e.g. Hoxton Hall.	Community consultation appointee (see programme) with overview from Vicar and Project Manager	Helping St John's staff team and volunteers to link with local community stakeholders	Review list of current partners. Identify potential new partners and develop relations through meetings and invites to upcoming workshops. New research into how to attract potential future audiences, project partners and customers, particularly through the provision of new heritage activities and interpretation. Opportunity to share about St John's projects and connect with other activities running in the local community.
29/05/17-17/07/17	COMMUNITY CONSULTATION Questionnaires: minimum 150 completed questionnaires	St John's /Hoxton	Community consultation appointee (see programme) with overview from Vicar and Project Manager	St John's church members/local residents/local community organisations/St John the Baptist School reps	Obtain feedback on the current activities provided by St John's: the range of services, quality, profile, reach and promotion. Consultation to be applied to both church members and wider community members including residents. Identify community needs and interests currently not met and an opportunity to

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					<p>receive ideas for news services that could be provided or how existing services could be improved.</p> <p>Gain feedback on the proposed capital works scheme.</p> <p>Target St John's Hoxton Summer Fair 24th June (~500attend) and the Community Shared Lunch Sunday 2nd July (~300 attend)</p>
June and July 17	<p>COMMUNITY CONSULTATION Workshops</p> <p>Minimum 2 workshops with a minimum of 50 total attendees from church members and various local organisations including resident groups.</p>	<p>St John's main worship space/meeting rooms</p>	<p>Community consultation appointee (see programme) with overview from Vicar and Project Manager</p>	<p>St John's church members/local residents/local community organisations</p>	<p>Opportunity for church members and local stakeholders to interact, share ideas and give feedback on proposals. Use the Summer Fair and Community Shared lunch as an opportunity to promote.</p>
10/7/17- 18/09/17	<p>COMMUNITY CONSULTATION</p> <p>Outline Community</p>	<p>Written report. Correspondence by phone and email.</p>	<p>Community consultation appointee (see</p>	<p>Providing St John's staff team and volunteers with clear</p>	<p>An Outline Community Engagement Plan to include an outline of potential activities,</p>



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	Engagement Plan (with at least 1 draft)	Some meetings at St John's.	programme) with overview from Vicar and Project Manager	recommendations for developing proposals.	market analysis and identification of target audiences and barriers to engagement. Outline of what types of activities could take place in the new and restored spaces in order to better serve the local community and celebrate local heritage. These are to include a focus on heritage and interpretation. It will provide outline details for any necessary new costs, staff requirements, training, promotional material. As an outline plan this will not be to the level of detail that would be expected during the development phase of a capital project. Rather this is to give a good indicator of likely activities and provide outline details of how to deliver them in a succinct report.
11/09/17	COMMUNITY CONSULTATION Outline Community	St John's main worship space	Community consultation appointee (see	St John's staff team, volunteers, church members and local	Presentations of key findings. Engagement beyond church members. Feedback and



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	Engagement Plan Presentation. Minimum 50 attendees from both church members and various local organisations including resident groups.		programme) with overview from Vicar and Project Manager	stakeholders	response to questionnaires and workshops. Provide opportunities for further feedback and inform about next steps.
ORGANISATIONAL RESILIENCE					
15/05/17-29/05/17	ORGANISATIONAL RESILIENCE Staff and capacity Audit	St John's staff office	Operational Resilience appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, staff, PCC	List the roles and skills required, survey staff team, compile the results and assess the data, feedback via report and presentation. Provide recommendations including training requirements.
15/05/17-18/09/17	ORGANISATIONAL RESILIENCE Deliver internship. Interview a minimum of 3 candidates for a summer internship of 8-10 weeks.	St John's church and local community	Operational Resilience appointee (see programme) and Intern with overview from Vicar and Project Manager	The internship shall provide training and experience to a student intern whilst delivering valuable assistance to the St John's staff team.	The internship appointment process shall seek out promising candidates to complete a paid summer internship. The intern shall gain valuable experience training in the operation of an important local heritage asset in a dynamic part of London

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					whilst working alongside a strong church staff team. The St John's staff will benefit from important administrative assistance, fresh ideas and creative input. The final output of the internship will be to develop systems that will allow for successfully re-running the scheme in following years.
10/07/17;31/07/17; 21/08/17	ORGANISATIONAL RESILIENCE Training for intern (3 sessions) and training for staff team (minimum 1 session)	St John's staff office and meeting rooms.	Operational Resilience appointee (see programme) with overview from Vicar and Project Manager	Summer intern and St John's staff team.	The Operational Resilience appointee will provide training and mentoring to the intern. They will also provide some training to the wider staff team in general areas identified in the skills and capacity audit for programme delivery e.g. developing programme evaluation tools.
OUTLINE BUSINESS PLAN					
22/05/17-19/06/17	OUTLINE BUSINESS PLAN Review of existing operations.	St John's church and crypt, church office	Outline Business Plan appointee (see programme) with overview from Vicar	St John's vicar, PCC, treasurer	Assess the existing operating model for the car park and church rental and produce a note setting out



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			and Project Manager		recommendations for short to medium term improvements to increase commercial income.
22/05/17-10/07/17	OUTLINE BUSINESS PLAN Market research on project proposals	St John's church and crypt, church office, local research, online research	Outline Business Plan appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC, treasurer, local businesses	Drawing from the outputs of the COMMUNITY CONSULTATION, 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.
26/06/19-11/09/17	OUTLINE BUSINESS PLAN Deliver outline business plan (with at least 1 draft)	Written report. Correspondence by phone and email. Some meetings at St John's.	Outline Business Plan appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC, treasurer	Produce an outline business plan report that considers each of the following: <ol style="list-style-type: none"> i. Vision for the space ii. Site opportunity iii. Market assessment iv. Delivery v. Governance and management vi. Budget (income and expenditure) vii. Risks

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					<p>viii. Viability of proposals As an outline business plan this will not be to the level of detail that would be expected during the development phase of a capital project. Rather this is an options appraisal that will give a good indicator of which proposed building uses are commercially viable and provide outline details of how to deliver them within the headings above. It will be succinct: 10-15pages.</p>
11/09/17	<p>OUTLINE BUSINESS PLAN Present the outline business plan (single presentation)</p>	St John's meeting room.	Outline Business Plan appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC, treasurer	<p>A single 45 minute presentation covering the full scope of works of the outline business plan. Ensure the church leadership is fully briefed on the recommendations for the short to medium term operations as well as the outline business plan for the future proposals listing strengths, weaknesses opportunities and risks. The</p>



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					presentation will equip the St John's leadership to more readily identify future commercial opportunities.
FUNDRAISING					
29/05/17-26/06/17	FUNDRAISING Strategy Document identifying clear recommendations and next steps. (with at least 1 draft)	Written report. Correspondence by phone and email. Some meetings at St John's.	Fundraising appointee (see programme) with overview from Vicar and Project Manager	St John's vicar and PCC	A clear strategy for St John's to deliver successful fundraising for both short & medium term activities and also the upcoming capital project. List out the different applicable fundraising streams that St John's should pursue setting achievable targets and deadlines. Recommend the necessary systems, staff training and new staff appointments required for successful delivery.
12/06/17-03/07/17	FUNDRAISING Grants target list: identifying a minimum of 10 short to medium term grants for activities and a minimum of 10	Written report. Correspondence by phone and email. Some meetings at St John's.	Fundraising appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC	Research and review St John's fundraisings applications, successes and failures, to date. Identify new grants for both activity programmes and capitals projects and pursue initial correspondence with

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	capital grants for the upcoming building project.				awarding bodies where appropriate. Use information to inform strategy document with details of eligible grant programmes, potential award amounts, application deadlines, application requirements, turnaround periods and likelihood of award.
12/06/17-03/07/17	FUNDRAISING Grant templates Produce 2: an activity programme grant template and a capital project template.	Written report. Correspondence by phone and email. Some meetings at St John's.	Fundraising appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC	Produce 2 grant application templates based on recurring requirements found in: i) grants for delivering activity programmes ii) grants for delivering capital projects. These will draw from the recommended proposals developed in the COMMUNITY CONSULTATION and OUTLINE BUSINESS PLAN and take the form of Word and Excel documents to consider themes including project description, local area details, consultation details, outline business case,



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					project outcomes, reporting and monitoring, project management and project costs.
04/09/17; 18/09/17	FUNDRAISING 2 staff training session on how to successfully deliver grants.	St John's meeting rooms	Fundraising appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, staff team and volunteers	Equip key staff members in the delivery of future grants. The training will be split into 2 sessions: i) submission of applications and supporting documents using the grant templates ii) Delivering grant programmes, managing volunteer teams and submitting reporting.
04/09/17- 25/09/17	FUNDRAISING A minimum of 4 small group presentations (potential here for overlap with COMMUNITY CONSULTATION presentation and OUTLINE BUSINESS PLAN presentation)	St John's meeting rooms, church member houses, community venues.	Fundraising appointee (see programme) with overview from Vicar and Project Manager	PCC, St John's church members and volunteers, local stakeholders	Present details of the work delivered during the COMMUNITY CONSULTATION and the OUTLINE BUSINESS PLAN, feeding back project proposals and likely costs. Present overall fundraising strategy focusing on areas where volunteers and church members can contribute through areas such as organising fundraisers,



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					arranging major donor events and individual member giving. Use the presentations to engage and inspire potential project volunteers.
ENVIRONMENTAL STUDY					
12/06/17-10/07/17	ENVIRONMENTAL STUDY Site visits, inspections and interviews	St John's church, crypt, church yard, office records	Environmental Study appointee (see programme) with overview from Vicar and Project Manager	St John's staff, church members, users of the church yard	Collect the necessary data with which to carry out a full environmental study. This will include figures for gas, electricity and water consumption, site plans and weather data. Visits to St John's and interviews with site users will also be important to determine, among others: details of waste management, biodiversity conditions and visitor transport trends.
10/07/17-11/09/17	ENVIRONMENTAL STUDY Deliver environmental study (with at least 1 draft)	Written report. Correspondence by phone and email. Some meetings at St John's.	Environmental Study appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC, church members, users of the church yard	The study will provide St John's will a deliverable plan to reduce negative environmental impacts in the operation of the church. This will consider 5 key areas: i. Energy

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					ii. Water iii. Materials iv. Biodiversity v. Visitor Transport The report will be succinct (10-15 pages) and engaging with the use of diagrams and graphics where appropriate.
04/09/17-25/09/17	ENVIRONMENTAL STUDY Deliver at least 2 presentations to a minimum of 50 attendees (potential to overlap with presentations being delivered by the other commissions)	St John's church & possibly another local venue	Environmental Study appointee (see programme) with overview from Vicar and Project Manager	St John's vicar, PCC, church members, users of the church yard, community environmental groups	Presentations of 30-45 minutes to present key findings from the report. Engagement beyond church members. Empowerment to affect change in the operation of St John's and also in the lifestyle choices of church members and local residents/workers. Clearly set out recommendations and provide guidance about next steps including the potential for partnerships were appropriate. The presentation will have interactive elements to give participants an opportunity to apply learning e.g. exercises



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					that test what materials and can't be recycled.
HERITAGE IMPACT ASSESSMENT					
26/06/17-17/07/17	HERITAGE IMPACT ASSESSMENT Information gathering	St John's Church, existing reports, local archives, online	Heritage Impact Study appointee (see programme) with overview from Vicar and Project Manager	St John's church Local historians Community groups interested in local heritage	The first stage of the HIA will gather all relevant historical information including historic photographs, maps, surveys and other historical accounts.
10/07/17-31/08/17	HERITAGE IMPACT ASSESSMENT Written Description (as least 1 draft)	Written report. Correspondence by phone and email.	Heritage Impact Study appointee (see programme) with overview from Vicar and Project Manager	St John's church Local historians Community groups interested in local heritage Design team Local planning authority	This will provide a description of the building and site and their setting including important views towards and away from the heritage asset. It will also provide a summary of St John's architectural, archaeological and historical significance.
24/07/17-14/08/17	HERITAGE IMPACT ASSESSMENT Evaluation of Proposals (as least 1 draft)	Written report. Correspondence by phone and email.	Heritage Impact Study appointee (see programme) with overview from Vicar and Project Manager	St John's church Local historians Community groups interested in local heritage Design team Local planning authority	The HIA team will work with the design team to shape the proposals in order to minimise negative heritage impacts. The Evaluation of Proposals report will answer questions such as why the work is required, whether the requirements could be met in



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					another way and what the benefits are of the proposed works. It shall address concerns of whether the proposed works will put the church at risk in any way, whether we understand the heritage sufficiently to make an informed decision and whether the scale, design and materials proposed are appropriate. It will also list ways to mitigate any impacts of the proposed works.