



BUSINESS PLANNING CONSULTANT BRIEF

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Introduction

St. Andrew's is a Neo-Gothic style, Grade II listed, church with surrounding gardens. It is set within an impressive urban landscape, Thornhill Square, the largest, best-preserved early Victorian square in the London Borough of Islington. It was consecrated in 1854 and is Grade II listed. St. Andrew's is a significant community and heritage asset. It is on the Heritage at Risk Register (Condition Very Bad, Priority A) and is in urgent need of repair.

Situated in a highly diverse part of Islington, the building has become a vital anchor point for the local community – a place of hope, safety and care, open to all, that enables people of all ages and backgrounds to come together to reflect, connect, and deliver social good. Our recent community survey saw local people describe St. Andrew's as a 'haven', 'shelter', 'family' and 'home'.

Through a range of initiatives, each year we welcome 15,000 people to the church and engage a further 3,000 online and offsite. We have a particular focus on children, young people and families, with programmes including a weekly 'stay and play' for under 5s, an active youth group, and regular clothes and toy swaps.

Unfortunately, St. Andrew's has significant age-related structural damage, is badly affected by stone decay and has substantial structural and subsistence issues. Nearby tree roots, softening and desiccation of the soil around the church has caused significant cracking to the North transept, cracking in and around the East Window and cracking to the north façade of the North Aisle. There have been issues with falling stone in recent years – the Church was temporarily closed in 2019 due to falling stone and the spire remains netted off. The church was temporarily closed in 2019 due to falling stone; the spire remains netted off. Without urgent intervention there is a real risk that the building will become unsafe for public use and that potentially the heritage could be lost from community use forever.

St. Andrew's is currently opening a new chapter in the life of the church, with exciting plans to:

- Repair the building's exterior, safeguarding it for generations to come
- Update and adapt the interior space, making it more accessible and flexible for our local residents



- Create more opportunities to serve and support our amazing community through engagement and support activities

St. Andrew's Church wishes to procure the services of an experienced Business Plan Consultant to meet the outcomes set out below.

The Brief

Key tasks are to:

- Review and update previous feasibility studies and business assessments for St. Andrew's Church and refine the business model to ensure future programming and management of the Church is sustainable.
- Building on existing work, research and develop a costed ten-year income and expenditure model, including cash flow and sensitivity analysis, for the project ensuring a robust and sustainable business plan is developed.
- Explore and test income generation ideas and operational and cost assumptions around user/market/demand/attendance research.
- Use competitor and comparator data and experience to identify income streams to develop the Business Plan.
- Undertake a governance review of the project Board to document skills, any gaps and opportunities for further strengthening and diversifying our organisation
- Produce a 10-year Business Plan that ensures continuity of proposed community engagement, community support and heritage activities and the embedding of new and emerging family support programmes.
- Work closely with the project's fundraising consultant to develop a funding strategy that includes income from grants, sponsorship, partnerships, and recommendations for other potential sources.
- Work with the Project Team and Business Development Committee to maximise skills transfer around business planning, helping to embed business continuity in delivery of the project.
- Provide regular reports to the Project Development Manager including progress, risks and issues and key decisions.

Budget

The budget cost for this work is £5,000. The appointed consultant will be expected to deliver within this budget.



Timetable

The indicative timeframe for the work is as follows:

Fee proposal return – 11.59pm, Friday 12 April 2024

Interview – TBC

Confirmation of Business Plan Consultant appointment & work commences – June 2024

Completion of Business Plan – December 2024

Contact details for questions and submission of tender

Rachel Walker, Parish Administrator, admin@standrewsthornhillsquare.org.uk

Tender procedure

This tender is for the submission of Business Plan consultancy services to support St. Andrew's. Interested parties should submit:

- An expression of interest, outlining your understanding of the project brief, method and approach
- A fee proposal for the work, including number of days/task allocation
- Information about your relevant skills and experience
- A recent case study example
- Contact details of two referees

Project particulars

Equal Opportunities

The project must seek to enable easy access for people with disabilities or limited mobility. Particular user groups that will need to be catered for including older people and parents with young children. Provision should also be made for wheelchair use and for people with limited or partial sight. All aspects of the project must meet the provisions of the Equality Act.

Climate Emergency

- Where possible, materials specified in the project should be obtained from sustainable sources. The project should seek to ensure minimal ongoing use of resources such as water, energy and chemicals.
- Where possible, high quality recycled materials should be used.
- Of particular importance will be consideration of whole-of-life costs associated with the project and the implications for future maintenance.



- Consideration should be given to sustainable transport and environmental impact generally for events and activities.

London Living Wage

St. Andrew's Church requires that London Living Wage is paid by organisations employed by the Church and those which are sub-contracted by such organisations, for all staff who are working within the London area. If you are sub-contracting or working with employees as part of this project, please include in your fee proposal a statement regarding whether you will be paying London Living Wage.