

# **The Benefice of St Ives and Halsetown**

## **Business Manager**

### **Context**

The parish churches of St Ia and St John's in-the-fields

### **Location**

The role is primarily based in the parish church buildings. There is no church office and, whilst workspaces and internet connectivity are available in both churches, the ability to also work from home is essential.

### **Reporting to**

The incumbent of the St Ives benefice and the Parochial Church Council of both churches.

### **Background**

The aim and the vision of the Diocese of Truro is to "Discover God's Kingdom, Grow the Church".

In the St Ives benefice we are seeking to do this by developing a ministry across our churches which works within their different traditions and strengths to develop Christ centred, life-changing, fruitful and sustainable congregations which reach out tangibly into our town and the wider world.

### **Purpose of the Role**

The St Ives benefice needs to develop and grow its income streams in order to become financially sustainable. The primary aim of this role is to develop some of the underutilised income streams of the church to make that sustainability possible. However, the development of these income streams must be done in such a way that the income generating activities of the church serve the growth and life of the church and our wider community, as well as balancing the books and providing opportunity for future investment in our ministry.

### **Terms of employment**

Funding is available for an employed role for 20 hours per week for 2 years. The FTE salary (37.5 hours per week) is £25,000. The hours are not fixed but the ability to be flexible and to work some evenings and weekends is essential.

Alternative remuneration arrangements would be considered, such as working on a contractor or self-employed basis, should the relevant HMRC tests be met.

## **Key tasks**

1. Oversee the planning, design, development and management of an outdoor café at St Ia including thinking through the appropriate vehicle (e.g. a CIC) and a way to integrate it with the existing volunteer led café which operates inside the church during the summer. See Appendix 1 for further details.
2. Publicise and increase occupancy of the St John's church hall.
3. Develop and implement a car parking scheme at St John's.
4. Develop the ability to provide fully catered functions, in particular for weddings at St Ia using the outdoor space.
5. Ensure that these activities do not conflict with the wider ministry of the churches but operate synergistically with them, contributing to the growth of the churches and the wider work of the churches in St Ives.

## **Key Targets by the end of year 1**

1. The outdoor café at St Ia ran through the summer of 2021 turning a net profit of £10,000+
2. The church hall is at 40-60% occupancy and contributed £8-10,000 from Sep '21 – Sep '22.
3. A car parking scheme at St John's is running and generating income.
4. A business plan for an events business has been created.

## **Key Targets by the end of year 2:**

1. The outdoor café is running 20- 30 weeks a year with a net contribution of £15,000 per year.
2. Car parking scheme at St John's is contributing £5,000 per year.
3. The church hall is at 50-75% occupancy and contributing £10,000 - £15,000 per year.
4. There is a capacity and pipeline for 10 fully catered weddings/events per year contributing £5,000 - £10,000.

## **Secondary Targets**

1. Develop and implement an effective policy for public communication including signage, the use of the church website, social media, local news outlets and printed material.
2. Redesign and stock the gift shop area in St Ia.
3. Set up a regular giving scheme for occasional visitors and a 'Friends' scheme.
4. Develop/implement further ideas for new or increased income streams which work with the ministry of the church. For example an occasional café or a Youth Festival at St John's church.

## **Reporting**

Bi-monthly reports will be required alongside attendance at key meetings and regular meetings with the incumbent. There will be a quarterly progress review.

## **Safeguarding**

The successful candidate will be required to agree to adhere to the Diocese of Truro's safeguarding policy and procedure as well as any other related laws and to do all that is reasonable to promote care and safety in the fulfilment of the role and in daily working life for all who may be vulnerable.

**Health & Safety**

The successful candidate will be required to agree to adhere to the Diocese of Truro's Health and Safety policy and procedure as well as any other related laws and to do all that is reasonable to promote care and safety in the fulfilment of the role and in daily working life.

**Other**

Whilst it is not an occupational requirement that the post-holder is a Christian, it is imperative that the successful candidate is able to clearly articulate the way in which the commercial activities of the church can serve the wider life and mission of the church, as well as demonstrating understanding of and sympathy with those aims.

## **PERSON SPECIFICATION**

### **Overview**

The ideal candidate will have proven experience of planning, designing and running successful enterprise in a range of sectors, in particular, hospitality and retail. They will have a track record of creative, ethical and profitable ventures and will demonstrate an awareness of how to integrate Christian ministry with commercial enterprise. They will have experience of working with churches and the unique challenges and opportunities this offers.

They will have strong interpersonal and communication skills and will be good at selecting and training others to manage and lead alongside them. They will be highly organised and administratively strong, with a proven ability to meet deadlines and to manage under pressure.

### **Experience**

#### **Essential**

- Setting up and running successful enterprise, particularly in the hospitality and retail sectors.
- Experience of developing and implementing business or strategic plans.
- Experience of managing others and of working within a diverse team.

#### **Desirable**

- Experience of working in churches in a voluntary or professional capacity.

### **Personal Characteristics and qualities**

#### **Essential**

- A clearly articulated desire to be part of the renewal and revitalisation of the church in Cornwall.
- A team leader and player.
- A clear thinker with a systematic approach to work.
- Pro-active, self-motivated and able to work on their own initiative.
- Ability to deal with many types of people at all levels.
- Creative approach to work with the ability to inspire creativity in others
- Resilient, with a high level of determination & persistence
- Strong written and verbal communication skills.
- Willingness and ability to work evenings and weekends as necessary.

#### **Desirable**

- Social media/web design skills and knowledge.
- Up to date knowledge in relevant areas such as health and safety, data protection and safeguarding.

## **Appendix 1 – further details of the responsibilities under “Key Tasks” item 1:**

***Oversee the planning, design, development and management of an outdoor café at St Ia including thinking through the appropriate vehicle (e.g. a CIC) and a way to integrate it with the existing volunteer led café which operates inside the church during the summer.***

### **Strategic Management**

#### **Year 1: 0-6 months**

- o Develop a short term (1 year) business plan including an implementation plan and timeline in partnership with the incumbent and other stakeholders for approval by the St Ia PCC. To include:
  - o Infrastructure for weatherproofing, services (water, drainage and electric), and café including capital expenditure
  - o Design and associated costings
  - o Staffing and Volunteering and integration with our existing volunteer-led café.
  - o Footfall, Café capacity, Covid safety
  - o Pricing Strategy
  - o Menu development
- o Implement above plan by the end of June 2021.
- o Develop and implement a communications and marketing strategy
- o Ensure a high standard of service and customer care at all times;
- o Ensure a high quality product is served at all times;
- o Oversee the management and handling of cash and other payments;
- o Manage the café budget;
- o Display a hands on approach including some time spent physically managing the café.
- o Ensure a welcoming and positive atmosphere for customers and amongst staff, volunteers and other stakeholders;
- o Provide clear leadership to the café team and support them to be as effective and efficient as possible;
- o Recruit paid staff as and when required;
- o Ensure staff receive the required training and supporting them to ensure this remains up-to-date;
- o Develop a volunteer workforce and ethos to complement the paid staff capacity.
- o Oversee H&S, Food Hygiene and Security.

#### **Year 1 – 2: 6-18 months**

- o Develop a medium to long term (5 year+) business plan by Feb 2022 including an implementation plan and timeline in partnership with the incumbent and other stakeholders for approval by the St Ia PCC. To include:
  - o Permanent infrastructure for weatherproofing, services and café including capital expenditure
  - o Further design ideas and associated costings
  - o Staffing and Volunteering including a café manager.
  - o Integration with the inside of the church and the existing volunteer-led summer café.

- o Strategy and financial projections for increasing revenue.
- o Implement above plan by beginning of May 2022.
- o Implement updated communications and marketing strategy
- o Ensure a high standard of service and customer care at all times;
- o Ensure a high quality product is served at all times;
- o Ensure a welcoming and positive atmosphere for customers and amongst staff, volunteers and other stakeholders;
- o Provide clear leadership to the café team and support them to be as effective and efficient as possible;
- o Recruit paid staff as and when required;
- o Ensure staff receive the required training and supporting them to ensure this remains up-to-date;
- o Maintain the volunteer workforce and ethos to complement the paid staff capacity.
- o Oversee/delegate H&S, Food Hygiene and Security.