



Business Plan Consultant

Role:	Freelance Business Planning Consultant for Tiverton Museum of Mid Devon Life
Location:	Working from home and at Tiverton Museum of Mid Devon Life, Devon
Fee:	£23,000 including VAT and all expenses including travel (breakdown to £8,000 for business plan review and £15,000 for building master plan to RIBA work stage 1)
Status:	Freelance Consultant
Reporting to:	Pippa Griffith, Museum Director
Period of contract:	Fixed term, to be completed by 4/5/2018

1. Background

1.1 Tiverton Museum has secured a Heritage Lottery Fund Resilient Heritage grant, for a project 'Attracting Audiences; Securing our Future'. The project includes essential work strengthening the museum to secure its future:

- Business model review to identify opportunities for cost saving and increasing income. To create a building master plan enabling us to serve our audiences better, and support financial resilience of the museum through full use of assets, examining kerb appeal, letting, retail and catering potential. Implementation of some of these recommendations.
- Governance, staffing and organisational development. To build capacity, reducing overall reliance on a small number of people through board recruitment and development. To review staff roles ensuring best use of paid staff time in line with business model review. Strengthen wider support for through developing volunteers, members etc.
- Audience development and marketing: To review engagement with existing and potential audiences through a new audience development plan, using this to develop the brand/USP, and direct future marketing. To assess current marketing, including the website, and develop a marketing plan in line with the new audience development plan. To train staff and trustees ensuring efficacy of all marketing. Implementation of some of these recommendations.

This project has two phases. The first is to make essential, immediate changes to the museum by increasing income, through a new business plan and attracting more visitors, to achieve a balanced budget. The second phase will contribute to medium term plans for a capital redevelopment project. A capital redevelopment will allow the museum to make the most of its large site to improve the visitor experience, provide space for events and activities and maximise commercial income whilst improving the building and collections care conditions.

1.2 Tiverton Museum is a vibrant, award-winning and much loved museum that provides extensive displays on the history of Mid Devon; a lively events programme, including temporary exhibitions (on anything from the history of underwear to local farming memories), guided walks, talks, holiday craft activities, themed days and lots more. The museum is proud to be family friendly and has won a number of recent awards:

- Trip Adviser Certificate of Excellence 2017.
- Highly Commended Mid Devon Community Awards, 2017

- Trip Adviser Certificate of Excellence 2016.
- Bronze Award, Small Visitor Attraction Devon Tourism Awards 2015
- Bronze Award, Access and Inclusivity Devon Tourism Awards 2015
- Long-listed for the Family Friendly Museum of the Year 2015.

The museum contributes to the local economy as a key visitor attraction and works closely with its local community. We offer a range of activities for schools and families and are an important resource in an area where poverty and geographical factors increase the risk of isolation. The museum makes it possible for teachers and parents to access good quality learning opportunities outside the classroom. We also provide a successful reminiscence service for older people in care and residential homes, and a monthly memory group based at the museum. The museum runs the town's Tourist Information Service and is engaged with plans to develop tourism within Mid Devon liaising with both Mid Devon District Council and the Mid Devon Attractions Association.

2. Objective

An experienced Business Plan consultant is required to create a detailed Business Plan for the museum.

The consultant will conduct the following tasks:

- Undertake a strategic review of Tiverton Museum identifying opportunities for cost saving, to increase income by recommending new approaches to fundraising, trading and other income generating activities, and alternative income streams.
- To identify current risks and how these can be mitigated to provide economic sustainability for the museum.
- Review the use of the building through the creation of a building master plan. The plan should include feasibility study for transforming the way the building is used. To include an examination of kerb appeal and potential for letting, retail and catering opportunities, and to consider ways in which the site can enable us to both serve our audiences better, and support the museum's financial resilience. Plans for architectural elements to be up to and including RIBA work stage 1 level. Plans for non-architectural elements (such as interpretation) to be at the equivalent of RIBA work stage 1. The building master plan should link to the new business plan (see below).
- Develop a clear, practical new business plan for the museum to include:
 - a) A vision statement for the museum
 - b) A written evaluation of the current position of each aspect of the organisation and, for each aspect, identification of the key issues to address, highlighting those issues offering the highest impact and best value for money in spending the implementation budget of this grant.
 - c) Include practical recommendations linking to the building master plan which can benefit financial planning through commercial opportunities.
 - d) Incorporate a) and b) into a two-phase business plan.

A detailed short term plan of how to use the implementation budget of this grant (for the period 1/6/2018 to 30/11/2018), scheduling tasks with realistic timetables, costings and use of resources (human and finance). To be presented as a work plan in a tabular format, with a cash flow forecast, a Gantt chart and risk register.

A second longer term plan will cover all other key issues not include in the short term plan. The plan should prioritise the most effective improvements, give indication of cost and use of human resources and suggested timelines. This part of the plan will feed into plans for a capital redevelopment at the museum.

Both parts of the plan should have identify realistic targets and recommended methods of evaluating each task.

3. Selection Criteria

We require demonstrable understanding and experience in:

- Business planning in the cultural sector, preferably in small museums
- Strong research and analytical skills
- Governance and management of small museums
- Capital redevelopment projects including commissioning architects to at least RIBA work stage 1 level.
- Previous HLF funded projects
- Team working with museum staff and other consultants
- Setting realistic targets and methods of project evaluation
- Strong report writing skills

4. Timetable

- Closing date for applications is 5/2/2018
- The candidates will be shortlisted by the Director and the Trustees.
- Interviews will take place in the week 19/2/2018 – 23/2/2018
- The work should ideally begin by 5/3/2018
- The building master plan and business plan should be presented to the museum by 4/5/2018.

5. Budget

The total amount available is £23,000 (including VAT) for the new business plan and the building master plan. The tender costs should include travel and all other costs associated with the work.

Suggested payment will be 25% upon appointment, 50% for the first draft and 25% on receiving the final report and presentation

6. Proposal

Your proposal to undertake this project should include:

- Credentials for the company and all those who will have input into the work.
- Examples of similar projects undertaken.
- A methodology of how you propose to meet the requirements of the brief.
- A programme indicating how you would deliver the project and key dates for tasks.
- A costing breakdown.
- Details of two referees for whom you have done similar work.

Please email applications to Pippa Griffith, Director at curator04@tivertonmuseum.org.uk. For an informal chat please contact Pippa on 01884 2566295.