

## **Pennine Lancashire Museums 2013-14 Strategic Funding**

### **Developing Sustainable Organisations**

#### **Business Development Project (BDM) Brief**

This is a very exciting time for the Pennine Lancashire Museums. A number of recent initiatives have resulted in improved displays, closer joint working and increased visitor numbers. We are now looking to build on these recent successes by developing additional income generation streams for the venues.

#### **Context**

Pennine Lancashire Museums is a group of museums comprising Lancashire County Council (Helmshore Textiles and Queen Street Mills) Blackburn with Darwen Council (Blackburn Museum and Art Gallery and Turton Tower), Hyndburn Borough Council (The Howarth Art Gallery), Burnley Borough Council (Towneley Hall) and one independent trust (Gawthorpe Textiles Collection based at Gawthorpe Hall). The museums have been collaborating since 2010 to achieve shared objectives, including:

**Increasing visitor numbers and raising our profile** by developing a shared narrative, PLM brand and joint marketing that connects and promotes the venues

**Strengthening our resilience** by working 'smarter' together, sharing and benchmarking data and developing successful joint funding applications and a combined educational offer to schools in Pennine Lancashire.

**Identifying efficiencies to grow organisational capacity** through shared posts and commissioning joint activity such as academic research, staff and volunteer development, communications and marketing.

In 2012-13 the PLM were awarded £300,000 Strategic Funding from Arts Council England to develop a number of new and innovative initiatives against these objectives and a further £500,000 (over three years) to develop a joint educational service.

This year (2013-14) we are in receipt of a further round of Arts Council Strategic Funding to make our individual organisations, and the partnership as a whole, more resilient and sustainable by increasing and diversifying income streams, developing new fundraising schemes and business models and exploiting commercial opportunities.

## **Brief**

To this end, we are seeking a proactive, dynamic Business Development professional, to provide Business Development Services for a period of nine (9) months to work with each partner to identify, develop, test and embed initiatives tailored specifically to each venue to improve economic resilience.

The successful applicant will:

- Meet each of the PLM managers to familiarise themselves with and thoroughly understand the specific challenges with regards to finances and income streams.
- Gather a comprehensive understanding of the PLM partnership and agree targets.
- Research and identify a menu of ideas / solutions / initiatives / delivery models etc. that will generate funds in the short term and which can be sustained beyond the contract for the long term benefit of each venue. (e.g. coach tours, special interest groups, charged workshops etc).
- Test a number of models to establish what approaches provide the best results (i.e. greatest interest, highest levels of footfall, and largest levels of income generation as appropriate to each organisation).
- Commence activities to ensure that agreed targets are achieved.
- Work with staff at each venue to establish and embed activities so that benefits of the project continue beyond the end date of the contract.
- Produce an operational template for each venue which each organisation can implement once funding comes to an end.
- Prepare a business plan for the Haworth Art Gallery stables conversion and where appropriate consider potential income generating uses of other vacant outbuildings buildings across the PLM venues

Please note:

- 1) It may be that clusters of venues develop joint initiatives, however, it is essential that initiatives are practical, achievable, measureable and specific - and that at the end of the project each organisation has benefited financially. Individual venues may have funding for specific activities that will need to be factored in to these plans.
- 2) Although we have described this project being delivered by a “Business Development Manager”, it is important to note that this is a contract for services, and not a contract of employment.

## **Applicant requirements**

The Business Development Project will be funded on a nine month contract.

The applicant will be self-employed, be responsible for their own tax, PAYE and any other statutory obligations.

The applicant must be able to demonstrate commercial awareness (including e-commerce) and have a track record in business development, improving profitability and / or generating income through developing creative and innovative schemes, offers and products that are appropriate and applicable to a range of clients.

The applicant will be a self-starter with the ability to work without supervision and off own initiative.

The applicant will have sensitivity and discretion where financial and other sensitive information is concerned.

A background in cultural, tourism, or visitor destination business development is preferred (but not essential). The applicant will need to get up to speed and understand the legal and ethical nuances of the cultural sector.

The applicant will have their own office, computer, and telephone.

It would be beneficial if the applicant is familiar with and / or based in Pennine Lancashire area.

The applicant will be a strong communicator, have excellent presentation skills and the ability to communicate with stakeholders at all levels.

If after 9 months the post has demonstrated its' value, there may be opportunity for the post to be renewed on an annual basis.

## **Outputs and Outcomes**

This project is intended to generate real improvements to the turnover and profitability of the organisations in the partnership.

It is essential that this project directly creates and delivers realistic and measureable offers that deliver the growth that the PLM venues require to improve their sustainability.

The primary outcome of this project is therefore not a report or consultant's document, but rather real improvements to the income generation of the PLM venues.

## **Outputs**

- Visit all venues and develop understanding of each venues operations and requirements (Month 1).
- Agree targets with each venue (Month 1). Any increase in income must be measurable and agreed individually with each venue. Levels of income generated must be appropriate, sustainable and significant enough to make them worthwhile in the short, medium and long term.

- Research, develop/test and present relevant business proposals for each venue (Quarter 1).
- Implement and embed preferred income generating opportunities, specific to each venue (Quarter 2).
- Achieve targets as appropriate and agreed with each venue (Quarter 2-3)
- Business plan for Haworth Stables researched and developed.
- Opportunities for income generating uses of other venues' redundant buildings considered where appropriate.
- Creation of an operational template for each venue which the PLMs can follow once funding comes to an end.

### **Outcomes**

- Increased income as agreed with each venue
- Increased footfall across the PLMs as appropriate
- Increased use of redundant/under-utilised space at the PLM venues.
- (If successful) creation of an on-going PLM BDM post

### **Timescales**

- Closing date 12.00 Noon Thursday 20<sup>th</sup> June
- Short listing Friday 21<sup>st</sup> June
- Interviews Wednesday 26<sup>th</sup> June (Towneley Hall, Burnley)
- Appointment by Friday 28<sup>th</sup> June
- Outputs submitted by 1<sup>st</sup> March 2014
- Outputs approved by PLM Board by 21<sup>st</sup> March
- Contract ends 31<sup>st</sup> March 2014

### **Budget**

This is a contract for the delivery of a Business Development Project. The budget available for the delivery of this contract is between £40,000 - £45,000 (depending upon experience and approach), including all expenses and any project costs.

It is anticipated that up to 20% of the budget will be set aside for activities which assist in the effective delivery of the project, e.g. advertising, marketing costs and other expenses.

The contract will be let by Burnley Borough Council, on a freelance basis, and the applicant will be liable for their own PAYE, taxes and any other statutory obligations.

Payments will be made monthly in arrears upon submission of an invoice and supporting information identifying tasks and achievements.

## Review

The successful applicant will report directly to the Hyndburn Borough Council Regeneration Coordinator. The successful applicant will prepare progress reports in September 2013 and December 2013 for circulation to the PLM Project Board.

Progress will be monitored monthly through the Project Manager and formally reviewed on quarterly basis by the PLM Board.

The Group has deliberately tried not to be too prescriptive with the brief in order to encourage a creative, private sector approach, and applicants should feel free to be creative in developing income generating activities. The responsibilities of this brief are not entirely comprehensive and may be subject to review and revision.

## Submission

Please submit current CV(s) plus a concise application document setting out:

- How your/your teams knowledge and experience meet the requirements of the brief.
- A brief explanation of the approach you will take to fulfil the requirements of the brief
- A detailed programme identifying anticipated tasks and timescales confirming that you are able to complete the work in the required timescales
- A total cost with financial breakdown illustrating allocation of budget to consultants time, project activity expenses, travel and subsistence and any other costs plus daily charge out rate(s) for additional works should these be identified
- Details of 2 referees who can be contacted week of 24<sup>th</sup> June 2013

Applications should be received no later than **12.00 Noon Thursday 20<sup>th</sup> June.**

Selection for interview will be based upon past experience, methodology and value for money.

Applications by email are acceptable and should be sent to the following email address:

[vladimir.pejcinovic@hyndburnbc.gov.uk](mailto:vladimir.pejcinovic@hyndburnbc.gov.uk)

Any questions can be sent to the email address above. Please ensure that a full name and contact telephone number are contained in your email. Please note that we cannot accept any responsibility for any emails which are not received, or blocked due to Hyndburn Borough Council's electronic filtering and spam detection systems.

For this reason it is advised that a hard copy of your application be delivered to the following address by the closing date and time:

Vladimir Pejcinovic  
(Regeneration Coordinator)  
Hyndburn Borough Council  
Scaitcliffe House  
Ormerod Street  
Accrington  
BB5 0PF