

Whitaker HLF- Business Plan specification and requirements

Centre Objectives

- Business Values and Ethos
- Assets and Technology
- Facilities and planned development
- Atmosphere
- Activities
- Retail
- Staffing
- Facilities
- Transport and Access

Financial Assessment and Expectations

- 'Benchmarking' against empirical evidence
- P&L forecasts for 5 years
- Additional activities and sources of income
- Secondary Spend
- Sources of additional funding
- Financial viability

The Market

- The Museum Market
- The UK Market Place for culture
- Whitaker Market
- Competition
- Branding
- Added Value
- Market Research Conclusions
- SWOT Analysis

The Future

- Viability assessment of plans and alternations required if necessary to achieve profitability/ sustainability
- Monitoring & Evaluating
- Assessing Risks
- The way forward

Linkages

- This document will require close linkages with the emerging audience development/ activity plan
- Whitaker Management
- Rosendale Council, Economic Development and finance teams
- Whitaker HLF Project Board
- Architect designing the stables project
- The document will need to comply with the attached HLF guidance notes for business plans and be suitable for submission with the bid

Timescales

Initial first stage financial assessment required by end of January 2018
Review in light of audience and development/ activity plans as well as final RIBA designs
Final version produced around Summer 2018 to accompany HLF bid and must be written in accordance with their guidance note requirements.

The Whitaker team and its Partners have a wide range of experience & expertise. It is important that this is fully realised and involvement of key people will be an essential feature of this commission. The following documents have been included to portray some of the development work carried out to date:

1. Activities currently underway as part of the scoping, testing and review of potential ones to carry forward into the delivery and future years
2. Expert panel Partners
3. The Whitaker exhibitions overview
4. Site visits to other commercially run businesses to inform the audience and business planning process September 2017 (e-copy required)
5. Schedule of reports identified for the Stage 2 application
6. Day Architects latest sketch proposals under review
7. The Whitaker Well Being Report Sally Fort 2016
8. HLF Stage 1 Application document (NB appendices only following appointment)

Please note that the audience development plan and activities plan is out to tender and will be appointed in February 2018

This is a competitive process and quotations below £10,000 are requested from suitable organisations.

The best value quotation will be invited to a clarification interview with members of the Whitaker HLF Project board. The decision to award the contract will be the sole judgement of Rossendale Council in partnership with the Whitaker Project Board.

For informal discussions please contact
Guy Darragh, Economic Development Manager, 01706 252568

Quotations should be sent to guydarragh@rossendalebc.gov.uk by noon on 2nd January 2018.