# Brief for Business Planner

## 1. Background

Lawrence House is a Grade II* Georgian townhouse built in 1753, located in Launceston's historic town centre. Owned by the National Trust and held on long lease by Launceston Town Council (LTC), the building served as the town museum for many years before closure in 2020 due to structural issues. Following emergency structural repairs funded through the 2024 Cornwall Devolution Deal, LTC and the museum's volunteer team now seek to return the Launceston Museum Collection to Lawrence House and reimagine it as a sustainable, inclusive cultural hub.

The Launceston Museum Collection comprises approximately 19,000 objects of local, regional and national significance, including rare coins, costumes, archives, photographs and artefacts connected to notable figures such as Charles Causley and John Couch Adams. Since closure, the collection has been held in temporary off-site storage (intended as a short-term solution) and the building has remained empty and vulnerable to deterioration.

An application for grant aid to the National Lottery Heritage Fund has been successfully made for this project planning phase which will explore the feasibility of returning the collection to Lawrence House while developing a sustainable, resilient operating model for the future. The Business Planning Consultant, whose post will be supported through a grant from the National Lottery Heritage Trust, will play a critical role in assessing the museum's long-term viability, identifying governance options and developing a realistic business plan that ensures the museum can sustain itself as a community asset and cultural destination.

## 2. Key Responsibilities

**Governance and Organisational Assessment**

- Review the current volunteer-led organisational structure and assess its capacity, resilience and sustainability
- Evaluate governance options (including trustee structures, community interest company models, partnership arrangements with LTC) suitable for a small heritage museum with a predominantly volunteer workforce
- Identify skills gaps and capacity constraints within the volunteer team and recommend approaches to address these
- Develop recommendations for sustainable governance that balances volunteer leadership with professional support and strategic direction
- Review safeguarding standards and processes

**Financial Sustainability and Business Planning**

- Undertake benchmarking analysis of similar-sized heritage museums and cultural organisations to understand operating models, income streams and cost structures
- Conduct SWOT analysis specific to the Launceston Museum's context, location, collection significance and community role
- Develop financial projections for the museum's operation in Lawrence House, including running costs, staffing requirements and revenue assumptions
- Identify and evaluate income opportunities including visitor revenue, events, retail, donations, grants, partnerships and community contributions
- Assess the viability of different operating scenarios (e.g., seasonal opening, full-time operation, hybrid models)

**Strategic Planning and Resilience**

- Develop a top-line business plan for the museum's first 5 years of operation in Lawrence House, incorporating audience development and collections care outcomes from parallel project workstreams
- Identify strategic partnerships and collaboration opportunities that could enhance sustainability and community reach (e.g., with the library, schools, community organisations, tourism bodies)
- Recommend approaches to volunteer recruitment, retention and development that support long-term organisational resilience
- Advise on the museum's role within Launceston's wider heritage-led regeneration and cultural strategy

**Integration with Project Outcomes**

- Work closely with the Audience Development and Collections Review Consultants to ensure business planning recommendations are grounded in realistic audience projections and collections care requirements
- Incorporate findings from building design and accessibility work to understand operational implications and cost drivers
- Develop recommendations that support the museum's ambitions around creative health, wellbeing and community participation

**Reporting and Evidence**

- Provide interim progress reports at agreed milestones
- Deliver a comprehensive Final Report including governance recommendations with rationale, financial projections and business plan, sustainability strategy, partnership and income opportunities, risk assessment and mitigation, and implementation roadmap
- Present findings to the Project Steering Group and key stakeholders

## 3. Duration and Timeline

**Expected duration:** 6–7 months (January 2027 – July 2027)
**Key milestones:** - Month 1: Stakeholder interviews and organisational assessment complete - Month 2–3: Benchmarking, SWOT analysis and financial modelling – Month 4-5 Governance Review - Month 6: Draft recommendations and business plan circulated for feedback - Month 7: Final Report submitted and presented to Steering Group
**Final reporting deadline:** End of July 2027
A detailed work schedule will be agreed upon at project start, including specific dates for stakeholder interviews, meetings with the Audience Development and Collections Review Consultants, and presentation to the Project Steering Group.

## 4. Skills and Experience

**Essential**

- Proven experience in business planning and financial sustainability for heritage organisations, museums or cultural venues
- Knowledge of governance models and organisational structures for heritage and community organisations, including volunteer-led models
- Experience in financial analysis, business planning and income generation strategy for small-to-medium cultural organisations
- Strong stakeholder engagement and communication skills, with ability to work effectively with volunteer teams, trustees and community groups
- Understanding of the UK heritage sector, including funder requirements and best practice in sustainable heritage management

**Desirable**

- Experience working with National Lottery Heritage Fund-funded projects or similar heritage grant schemes
- Knowledge of Launceston, Cornwall or similar rural heritage contexts
- Experience in developing wellbeing and community engagement programmes within heritage settings
- Familiarity with volunteer recruitment, development and retention strategies

## 5. Budget

- **Maximum budget:** £15,000 (excluding VAT)
- **Inclusive of:** All consultant fees, expenses, travel and materials
- **Payment structure:** Staged payments linked to milestones (e.g., 25% on commencement; 25% on completion of interim report; 50% on submission of final report)

## 6. Application Process

Interested consultants should submit:

- A proposal (maximum 2 pages) outlining your approach to business planning and governance assessment, your methodology for stakeholder engagement, and your proposed timeline
- A CV (maximum 2 pages) detailing relevant experience, qualifications and references
- Two examples of similar business plans or sustainability strategies you have developed for heritage or cultural organisations
- A brief statement (maximum 250 words) explaining why you are interested in this project and what you understand to be the key challenges facing the Launceston Museum

## 7. Assessment Criteria

- **Quality of approach:** Clarity of methodology, realistic understanding of the project context, and evidence of structured thinking about business planning and governance
- **Relevant experience:** Demonstrated track record in heritage business planning, governance and financial sustainability
- **Understanding of the brief:** Evidence that you understand the specific challenges facing a volunteer-led heritage organisation in a rural setting
- **Value for money:** Quality of proposal relative to cost

## 8. Contact Information

For more information or to submit your proposal, please contact

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