

Development Planning Consultant

Role:	Freelance Development Planning consultant for the Dean Heritage Centre
Location:	Working from home and at the Dean Heritage Centre, Gloucestershire
Fee:	Our total budget is £8,000 including VAT and all expenses including travel
Status:	Freelance Consultant
Reporting to:	Emma Smith, Centre Manager
Period of contract:	Fixed term, to be completed by 29 th March 2017

1 Overall Project Summary

1.1 The Dean Heritage Centre has secured an Arts Council England's Museum Resilience Fund, for a project titled 'Focusing on the Fundamentals'. The development work includes:

- Access and interpretation work to improve visitors' experiences. In particular, we want to improve our 'telling of the story' of the Forest of Dean and the Dean Heritage Centre. Currently the centre has failings in the cohesion, both physical and intellectual, of the different parts of the site, the way-finding for visitors and the accessibility of the interpretive signage.
- Branding work to create a clear brand identity to reflect the values and character of the Dean Heritage Centre, and produce guidelines to help us ensure that this brand identity permeates all aspects of our service.
- Using the outcomes of our access audit and re-branding to re-design our website, in order to enhance our engagement with online audiences, both current and new. In addition, the re-design will ensure the website is fully accessible to mobile devices; thereby increasing its reach and effectiveness.
- Development planning for the whole site, with recommendations for priorities, including a delivery plan for the first phase of the work to use an implementation budget.

1.2 The Dean Heritage Centre is an accredited museum, based on this site since 1983. The heritage mill building and additional buildings are set in a five-acre woodland site with a mill pond. Its collections tell the story, starting in pre-history, of a geologically unique area which has resulted in a fascinating mining and industrial heritage. The free miners of the Forest of Dean are unique and the museum tells their story as well as the social history of an area that was relatively isolated until the latter 20th Century. The museum holds an archive of 20,000 artefacts including an oral history collection illustrating the forest dialect.

The outdoor exhibits include a Forester's cottage with a garden and livestock, a traditional charcoal burner's camp, chainsaw carvers working daily, a working waterwheel for hydroelectricity, a playground and a children's Gruffalo Trail.

We are also an Educational Charity and we offer an education programme which is delivered to 50 schools and 2,000 children each year. We are particularly interested in improving the accessibility of our collections for children and the intellectually disadvantaged.

1.3 In 2015 we commissioned a business planning consultation [the Iridescence report] funded by Arts Council England. This report gives a valuable comprehensive assessment of our organisation and recommendations for each aspect of our business. We have also clarified the values of our organisation and our target audience. The background materials which will be made available to the consultant will include:

- The Iridescence report
- The purpose, values and target audience of the Dean Heritage Centre agreed by stakeholders
- Visitor numbers analysed by type
- The Access report which will be published by 28th February 2017

2 Scope of work

2.1 The purpose of the development planning process is to improve the resilience of the Dean Heritage Centre, by improving visitor experience and developing opportunities to increase revenue.

The Iridescence report identified the need for development planning and interpretation to address the lack of cohesion in what we offer at the Dean Heritage Centre. The report states that “There is a lot to see and do but the interpretive experience is weak” and “There does not appear to be a clear vision”

The report also identified bringing the operation of the café in-house as an opportunity to increase revenue. The process of doing this has already started but detailed planning for the start-up is required.

2.2 We expect that the Development Planning consultant will go through the following stages:

Discovery

- Review the Iridescence report and other background materials
- Consult key stakeholders to help identify opportunities, issues and constraints
- Review the use of available space, wayfinding and signage
- Assess the interpretation of our exhibits and the extent to which they contribute to telling our story
- Review the outdoor environment and exhibits, the shop and the café

Visioning

Build on the work started by the Iridescence report to create a clear vision that defines the essence of the heritage story that the Centre is telling and provide an interpretation that is more easily understood by our audiences. Apply the vision to all aspects of the visitor experience, developing a common thread to tell a consistent story across the whole site.

Creation of a development plan

The plan will include:

- (a) A vision statement for the centre
- (b) A written evaluation of the current position of all aspects of the site 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 the Art Council’s grant;
- (c) Incorporate (a) and (b) into a two-phase development plan

A detailed short term plan of how to use the implementation budget of the Art Council’s grant (for the period May 2017 to January 2018) scheduling tasks to be undertaken with realistic timescales, 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.



The Dean Heritage Centre

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A subsequent longer-term plan will cover all other key issues not included in the short-term plan (for January 2018 onwards). The plan should prioritise the most effective improvements, give indication of cost and use of human resources and suggested timelines.

3 Access

All plans for improvement must comply with the guidance from our access audit.

4 Timetable

The contract for the consultancy will be awarded on 25th February 2017 and must be completed by 29th March.

5 Submission of project proposals

Proposals to undertake the project should be submitted by 5pm on 17th February 2017 to the key contact, below, in digital format only. Interviews will be held on 24th February 2017 at the Dean Heritage Centre.

The proposal should include the following:

- Examples of similar projects you have undertaken
- Details of two referees for whom you have done similar work
- How you would address the brief
- Your timetable for work
- The skills and experience of the people who will be undertaking the project
- Your quotation

The successful consultant will be chosen on the basis of:

- Their approach to the brief
- Their track record of the successful delivery of similar projects
- The range and appropriateness of the expertise and skills that they can bring to the project

6 Fee

Consultants are invited to submit proposals for this contract up to the value of £8,000, including VAT. Tender costs should cover travel and all other costs associated with the work.

7 Reporting

The consultant will report directly to the Centre Manager.

8 Contact

The key contact for applications is Emma Smith, Centre Manager

Tel: 01594 822170

Please email applications to: emma@deanheritagecentre.com

If you would like to receive any of the background materials to inform your proposal, please contact Emma Smith by email.