



Invitation to Tender

Cornwall Heritage Trust

“Resilience Project”

March 2021



1. Introduction

Following a successful bid to the Culture Recovery Fund through the Architectural Heritage Fund, Cornwall Heritage Trust is seeking consultants to formulate a Business Development Plan for the next five years which addresses the needs of the Trust to secure its future sustainability and enable it to continue to look after and promote Cornwall's heritage.

2. About the Organisation

Cornwall Heritage Trust (CHT) is a registered charity established in 1985 to "preserve and strengthen" Cornwall's unique and rich heritage. We achieve this in a number of ways, however they broadly focus on:

1. The ownership and/or management of eleven historic sites around Cornwall
2. The provision of a successful grants scheme which seeks to support heritage projects undertaken by voluntary and community groups in Cornwall
3. Creation and dissemination of freely available and accessible education activities and resources, including the popular schools transport grants scheme
4. Engagement with the community at home and abroad through a programme of events and activities designed to promote Cornwall's heritage and inspire people to get involved.

CHT is both a registered charity and limited company and is overseen by a Board of Trustees, currently numbering eleven. The day-to-day operational management of the organisation is delegated to the CEO alongside the four other members of staff; all of whom are part time and equate to approximately 2.1FTE. The charity is based at Krowji in Redruth however all staff have worked from home since March 2020 following the outbreak of Coronavirus.

More information about the Trust can be found on our website:

www.cornwallheritagetrust.org

3. Background

Several years ago, the Trust was bequeathed a large legacy which was subsequently invested with the income used to fund a substantial proportion of the Trust's annual budget. In addition to this the Trust also receives income from membership subscriptions, management fees for the sites we look after, Higher Level Stewardship grants, donations and sales of merchandise.

CHT holds substantial designated reserves, a large proportion of which are ring-fenced for capital works on sites; most notably for Treffry Viaduct which is on the Heritage At Risk Register and will require significant investment for its future renovation. The renovation project is outside the scope of this commission however it is important to be aware that the reserves may be

depleted in these circumstances and subsequently the income received will also reduce.

2019 saw us introduce various new initiatives designed to increase awareness of CHT, including the launch of volunteering days at our sites and the inaugural CHT Awards Night. We also increased the number of events and activities that we organised and attended and planned to build on that success in 2020. The *Heritage Friends* corporate sponsorship scheme was also successfully launched and started to gain traction.

The outbreak of Coronavirus had a huge impact on these plans; all events and activities were cancelled and the time and money invested in building engagement over the last twelve months was lost. More seriously, the Stock Market dropped and so did the value of our investments and consequently the income we could expect. It became clear that a plan was needed to ensure the sustainability of the organisation and to ensure that our resources grow to match our aspirations.

4. Project Overview

We have been granted funding to undertake a resilience project to ensure the future sustainability of the Trust, thereby enabling us to continue our important work to preserve and strengthen Cornwall's heritage. Part of this project is to commission consultants to formulate a Business Development Plan and Investment Strategy.

We have an ambitious strategic plan which aspires for the organisation to continue to grow, however in order to do this we need a robust plan for business development to address the gap between our expenditure and income, thereby reducing the need to fall back on the reserves. Linked to this, an effective strategy for the management of our investments and reserves is vital to protect the Trust's reserves.

5. Aims of the Project and Measures of Success

Following completion of this project we will adopt a Business Development Plan and Investment Strategy which will provide us with the direction to follow for the next five years.

CHT will be financially sustainable for the foreseeable future and a resilient organisation. Together with the work being carried out on fundraising and corporate sponsorship we will be able to achieve the aspirations and aims set out in our strategic plan and continue to invest in Cornwall's heritage and the growth of the organisation.

Growing our unrestricted reserves and being able to fund our activities and programmes without setting a deficit budget and relying on reserves will be an important measure of success and will enable us to continue to preserve and strengthen Cornwall's unique heritage for years to come.

6. Outputs

We are seeking to commission consultants to:

- Undertake a comprehensive review of the activities of the Trust, its assets and the current income generation model. This will include analysis of the resources currently available, both staffing and financial, as well as analysis of the current investment strategy
- Formulate a business development plan for the next five years. This will include (but is not limited to):
 - Recommendations for ways in which CHT could improve income generation and incorporate novel schemes or opportunities that could be introduced
 - Competitor analysis by reviewing similar organisations and charities and their business models, appraising their offering in comparison to existing and potential CHT schemes. Investigate potential for partnerships or collaborations
 - Identification of strengths and weaknesses alongside potential risk and provide action plans to address issues and make improvements
 - Review of the membership offering
 - Consideration of the objectives of the organisation and the strategic plan to ensure that the recommendations reflect the Trust's aspirations and ethos
 - Consultation with key stakeholders to understand the opportunities and limitations associated with running the organisation
 - Provision of full budgets to include necessary investment, capital expenditure and staffing requirements as well as projections for income generation
 - A detailed timeline and action plan
 - Consideration of how this part of the project will complement the work being undertaken on the funding strategy, which is being separately commissioned
- Review of the current Investment Strategy and make recommendations which consider the implications of the necessary expenditure included within the Business Development Plan as well as forecasted future expenditure e.g., at the sites

The project will culminate in the presentation of the proposed plans and financial model to trustees in the form of a slideshow and detailed written report which will include recommendations and an action plan.

7. Experience Required

The successful consultant will have:

- Extensive experience in business planning

- A clear understanding of the sectors within which CHT operates and the challenges and opportunities these represent. Key sectors are considered to be charity, voluntary and heritage
- Demonstrable experience of developing sustainable business development and income generation strategies and providing staff and trustees with the necessary training and tools to successfully carry them out

8. Reporting

The key contact for this contract is Mrs Cathy Woolcock, CEO of CHT, who may be contacted by emailing cathy@cornwallheritagetrust.org

It is expected that regular reporting will take place at agreed intervals between the CEO and the consultants and that this will include at least one briefing to the Finance Sub Committee as well as the final presentation to the Board of Trustees.

9. Commissioning Process and Timetable

Date	Task
2 nd March 2021	Invitation to Tender advertised
12pm, 31 st March 2021	Closing date for applications
12 th April 2021	Interviews for shortlisted applicants
14 th April 2021	Appointment of consultant
19 th April 2021	Initial meeting and project commences
22 nd July 2021	Interim report to Finance Committee
30 th September 2021	Presentation to Trustees

10. Budget

The budget for this project is fixed at £20,400 plus VAT.

It is expected that this budget will cover all expenses relating to the project and no additional costs will be met.

The consultants may wish to engage additional consultancy support to address specific elements of the project, the cost of which will need to be included within the specified budget and the intention will need to be clearly stated in the tender.

11. Evaluation criteria

The selection process will follow the following criteria:

- ⇒ Understanding of CHT and the brief 20%
- ⇒ Allocation of resources 20%
- ⇒ Proposal and approach 40%

⇒ Previous experience and track record (knowledge of the heritage sector being an advantage) 20%

12. Your Proposal – How to Apply

10.1 What the tender must include:

- A description of the approach to be adopted and the methodology to be used, this should include a timeline showing tasks and key milestones
- Examples of similar commissions undertaken in the past five years, including projects in the heritage and charity sectors
- Details of key personnel: to include qualifications, their specialisms, the roles they will play (including time allocated to each of the personnel in this project) and their day-rate. This will also include any additional specialist consultants that may be required
- Case studies of at least three similar projects undertaken by this team
- Confirmation that the timetable can be met – presentation to Trustees will take place on 30th September 2021
- Evidence of professional indemnity and the contact details of two referees
- Confirmation of project fees, including a breakdown of the number of days and the daily rate.

10.2 Payment details

Applicants should provide a fixed fee proposal. A final payment schedule will be agreed between CHT and the consultants. Payment will be made by BACs on receipt of an invoice.

10.3 Deadline and contact details

- Your tender should be emailed in pdf format to info@cornwallheritagetrust.org by **midday (12 noon) on Wednesday 31st March 2021**
- The email subject box should be marked "Resilience Project Tender"
- Any submissions received after this deadline, or not in the correct format, will be disregarded and will not be considered.

Additional information:

- [Link to CHT Annual Reviews](#)
- Annual Accounts
- Strategic Plan (available on request)