



Banana Enterprise Network

Rock Hall Revival Project 2024-2027

Brief for Consultancy Support for Business Plan Development

1. OVERVIEW

Banana Enterprise Network are working in partnership with Bolton Council and have been awarded a grant from the National Lottery Heritage Fund (NLHF) for our Rock Hall Revival Project, to renovate, restore and expand Grade II Listed Historic Rock Hall. The Hall is situated in a beautiful country park setting (Moses Gate Country Park) in Farnworth, near Bolton. This project will see the Hall transform into a vibrant, viable multipurpose community activity centre, visitor attraction and flagship for the regeneration of Farnworth area.

We will:

- Conserve, expand and reopen the Grade II listed Hall to the public as a community space, including new interpretation, and exhibition space, cafe etc.
- Improvements to the building via expansion at the rear, new public spaces, including a café, function room, retail and public facilities, including new accessible toilets and lift.
- Transform the Hall contributing to a revitalised Farnworth area.

2. THE PROJECT

Rock Hall Revival is an ambitious project to restore, conserve and re-purpose Rock Hall into a multipurpose community focussed activity centre where our range of activities and services will enable engagement with the heritage building, landscape, collections and stories for a wide range of visitors.

To meet the vision, the project will deliver the following components:

- Urgent repairs and meanwhile use to the existing building during the Development Stage
- Refurbishment of the existing building
- A new-build extension built at the rear.
- The new extension will be on three floors housing:
 - a café and a shop/exhibition space with views of the park
 - multi-purpose activity space (function room) for the informal and formal learning programmes and used for hiring of events such as weddings, birthdays etc.
- Interpretation in the Hall
- A vibrant activity and events programme, focused around health and wellbeing, heritage, education and the arts, will include:
 - Working with local community groups in the most deprived areas of Farnworth/Bolton to create and curate their own histories.
 - Working with new and existing partners to deliver an annual programme of activities that are inclusive to all.
 - Establishing commercial activities to generate much needed income, enabling the sustainability of the Hall.
- Providing volunteering opportunities which are open for all.

- A sustainable business model. The newly restored and expanded Rock Hall is anticipated to cost £3.4million.

3. BUSINESS PLAN

The Charity is at a critical juncture with regards to its Rock Hall Project.

The need for a robust and up to date Business Plan has come following an independent review of our existing Business Plan in September 2024. The existing Plan was submitted to The National Lottery Heritage Fund in May 2023 as part of our successful funding application for the Development Phase but now needs to be further developed and updated ready for our Delivery Phase submission.

It is anticipated that the NLHF Stage 2 submission will be made in late June, early July 2025. Ahead of this submission date, there is a period of c.6-8 weeks for consultation and sign off with Bolton Council, which ties in with the Community Asset Transfer requirements, therefore the completed draft plan needs to be submitted back to Banana Enterprise Network towards the end of March 2025.

We will also need a further update of the Plan prior to opening Rock Hall and another update one year post opening. This will enable our Charity to ensure the Plan is still accurate ahead of the official opening and review the progress of the plan.

4. METHODOLOGY

The Business Planning Consultant will specify the methodology they plan to use to meet the aim(s) and objectives of the work in their proposal. The Business Planning Consultant will work closely with Banana Enterprise Network's Executive Management Team and the Rock Hall Revival Project Manager and Activity Planner to establish the exact parameters of the Business Plan in detail at the beginning of the process.

The Business Plan should be developed in connection with the other plans being developed as part of Rock Hall Revival Development Phase:

- Architect and cost consultant
- Audience development plan
- Interpretation plan
- Management & maintenance plan
- Fundraising Strategy
- Communications Strategy

5. OBJECTIVES

The Business Plan consultancy project has the following primary objectives:

5.1. Review and update existing plan

- Ensure purpose/mission/vision are fit for purpose
- Include a review our Activity Plan which will include the provision of both free and charged for events and activities. We expect the Business Planner to look at what this will look like for the Business Plan, and help to consider pricing strategies, and how we, as an organisation can balance free and paid for events and activities.
- Explore whether we should be charging to book onto events/activities (in case of no shows) as part of the pricing strategy which needs to be considered.
- Review objectives.
- Help us to undertake some Market testing to see if what we are proposing to offer is offered elsewhere. This would also help us to look at price points for the charged for activities, the café and the proposed shop etc Review key assumptions.
- Create PESTLE and SWOT informed by research
- Create review of:
 - audiences and customers

- marketing, sales and engagement
- key partnership and contractual relationships
- digital, if not included throughout

5.2. Review/update:

- Visual representation of organisational and management structures
- Review of operations based on items
- Create an action plan with KPIs, timescales, allocated resources and measure of success
- Ensure risk register and mitigation plans are up-to-date
- Ensure that alternative scenarios and sensitivities are borne in mind throughout
- Ensure sufficient framework for evaluation and KPIs

5.3. Visitor impacts

Review the assumptions in the current Business Plan around commercial income, visitor numbers, market analysis etc.

5.4. Retail sales

Review the potential for commercial activity both inside and outside the Hall and within the Park including an assessment of future sales and operating costs. We would like the Business Planner to help us consider what we are going to sell (e.g. sustainable products).

5.5. Catering

Review of our proposals for a large indoor café and assumptions around costs/potential income, and also the cost of running and operating the café and the prices we need to charge for goods as part of this assessment.

This would also include analysis of different management/operational models e.g. in-house, contracted, commercial operator. We would expect the Business Consultant to liaise with the architect and review the draft designs for the new spaces to pick up any potential critical operational or market issues. This professional input could then influence design changes to the scheme to ensure the most efficient and flexible layout, creating a fully equipped modern catering facility capable of supporting both the café and conference & events spaces within the Hall and also external events.

We will want to see recommendations on the optimum configuration of catering vs Function room & events in terms of allocation of space and optimising visitor numbers.

5.6. Conference and Events

Review the likely outcomes for the Function room business including an assessment of future sales and operating costs associated with a dual café/function room operation.

We also expect the Business Planner to help us with market testing to see what spaces are available for hire in the local area which we could potentially help to fill in order to help shape and inform how we will calculate our own charging for hire.

Liaison with the local specialist tourism organisations to understand the current business tourism market and anticipated future potential for the Bolton Borough and Greater Manchester as a whole.

5.7. Heritage

Drawing on the expertise of the existing team, the Business Plan should take in to account any other potential opportunities that could be afforded by a newly renovated and expanded heritage asset and its location within a country park, as well as the burden of caring for the asset and the land provided as part of a future Cat Transfer from Bolton Council.

6. OUTPUTS/DELIVERABLES

The plan needs to meet organisational needs, and Heritage Fund requirements.

Please refer to the National Lottery Heritage Fund Best Practice Guidance, as the Business Planner will need to ensure that all elements within that guide are included in our Business Plan.

<https://www.heritagefund.org.uk/funding/good-practice-guidance/business-plan>

- a set of budgets/cost sheets, in Excel format including income and spending forecasts for five years following completion of the capital project
- a Business Plan that meets the requirements of Banana Enterprise Network and The National Lottery Heritage Fund in relation to the Rock Hall Revival Project specifically. The Plan will include incorporating and integrating the budgets set out in the Rock Hall Revival Activity Plan and the Management and Maintenance Plan cost schedules. The appointed consultant will therefore need to liaise with other members of the client team and Rock Hall Revival project consultants as necessary.

7. CONTRACT MANAGEMENT

Timetable - We expect the service commissioned to begin by end of October 2024. A draft plan should be submitted by 30th November 2024 for the Development Phase review. The final Business Plan shall be submitted to Banana Enterprise Network by 10th February 2025. The consultant may be asked to present at a review meeting with NLHF. The consultant will be expected to incorporate into the final report, any feedback from this meeting.

Costs

The budget for this work will be in the region of **£15,000** inclusive of expenses but exclusive of VAT.

Reporting

The contract will be managed by Jayne Allman CEO of Banana Enterprise Network who will approve payments on production of satisfactory work. They will also monitor progress on an ongoing basis to ensure the project deadlines are met.

8. AWARD CRITERIA

The consultant's proposal for this project should include:

- a detailed methodology to be used in the project
- details of the staff allocated to the project including details of the lead contact and the relevant experience and competency possessed by the consultant and any other personnel who will work on the project.
- daily charging rate of individual staff involved
- full costs and expenses for the work
- a project timetable for the work
- details of two references, or client testimonials

Proposals submitted will be assessed by Banana Enterprise Network against the following questions:

1. To what extent does the proposal demonstrate an understanding of the issues related to this brief?
2. To what extent are the methodology and methods appropriate to the requirements set out in this brief?
3. What degree of experiences does the bidder demonstrate in order to successfully complete the work?
4. How well has the bidder structured a team/their proposal in order to successfully manage the contract and deliver the required work to budget and timetable required?

9. PROCUREMENT PROCESS

The procurement timetable will be:

•

Task	Deadline Date
Issue Invitation to Quote Documents	23/10/2024
Deadline for Returns	13/11/2024
Assessment Complete	20/11/2024
Issue to NLHF for Approval to appoint	04/12/2024
Appoint Consultant	05/12/2024

• Banana Enterprise Network (BEN) will notify the successful submission of our decision once approval of our assessment has been obtained from The Heritage Fund.

Proposals should be sent by email to Jayne Allman at jayne@bananaenterprise.co.uk