



Business Planning Consultancy Brief

6 March 2019

Brief and specification for Business Planning consultant(s) to produce a Business Plan for the Alfred Gillett Trust to support the development of the Trust and the capital development programme to create a new museum in Street, Somerset.

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Introduction



The Alfred Gillett Trust was established as a charitable entity in 2002 to preserve the heritage collections of C & J Clark International Ltd., the global footwear manufacturer, and the Clark Family who established the company in 1825. We are the custodian of a Grade II listed building, the Grange, in the village of Street, Somerset, which houses our purpose-built archive store along with office facilities for staff and volunteers to support those wishing to access the history and the heritage represented by the collections. Our vision is to create a new Accredited museum within the Grange by 2024.

Our Statement of Purpose

The purpose of the Alfred Gillett Trust is derived from its charitable objectives of the CIO which state it was established to advance public education through:

- preserving within a library, archives and records centre the historic papers, records and exhibits connected with the footwear and shoemaking industry in the town of Street and the surrounding area and elsewhere; and those who developed said industry and trades particularly in Street and the surrounding area; the domestic and social life of the area; and the Religious Society of Friends;
- exhibiting to the public historic shoes, material, machinery, equipment and buildings used in connection with said footwear and shoemaking industry and its supply and distribution trades;
- exhibiting to the public fossils and other articles of historic interest or articles of artistic merit including paintings, drawings and works of art of all kinds.

Our Vision and Mission

Our Vision and Mission statements were developed in 2015 and focus on our core purpose connected to the footwear and shoemaking industry. These are general guidance statements which do not reflect our full aims and objectives and require updating to reflect recent developments.

- Our vision is to inform and inspire the public by sharing the cultural history of shoemaking.
- Our mission is to share the rich history of Street's shoe industry, demonstrating the principles of stewardship, integrity and community-mindedness, upon which the collection was founded, and inspiring the next generation of creators, thinkers and innovators.

Our Strategic Aims

Our strategic aims are the means through which our vision will be implemented and provide a framework for our key activity areas:

1. Improve the standards of collections care, storage and documentation
2. Increase access to the collections through outreach and engagement

3. Professionalise the Trust's services, facilities and management
4. Realise the Trust's capital development aspirations

Our Values

In order to guide the manner in which we achieve our vision, we embraced six organisational values in 2016. These values will be informed and developed by the planned audience development work taking place in 2019 and are:

1. *We will serve our community effectively:* We will understand the needs of our community and of our stakeholders and serve them responsibly and sustainably.
2. *We are committed to equality and mutual respect:* The fair and respectful treatment of our stakeholders, staff, volunteers and visitors is vital. We will encourage collaborative working, co-production, open and honest communication and fair practice. Intellectual and physical accessibility will form the basis of all that we do.
3. *We are committed to continuous improvement:* We will encourage innovation and benchmark our service provision against regional, national and international peers.
4. *We will maximise our opportunities and resources sustainably:* We will seek to capitalise on our existing resources, encourage future investment in our institution and employ due diligence.
5. *We will achieve best practice:* We will achieve excellence in the standards of our audience engagement and collections stewardship.
6. *We support the wider sector:* We are committed to upholding the Museums Association Code of Ethics and to supporting the aims and ambitions of the wider cultural sector. We will work collaboratively with local and national partners to support partnership initiatives.

Our Development

The Alfred Gillett Trust is a Charitable Incorporated Organisation (CIO) governed by a board of six trustees made up of Clark family members who set the strategic vision and meet 4 times per year. The Trustees and are guided by the Foundation Constitution of the CIO, dated 11 February 2016 (#1165528), although it had previously been registered as a charity on 10 February 2004 (#1095901). The Director and Senior Management Team have the authority to implement the Trustees decisions. 11 FTE members of staff are employed at the site, including 6 professionally qualified curators and archivists. They are supported by a pool of around 40 local volunteers who are recruited for specific collections or outreach-based projects and events.

The archives and objects in our care represent one of the most preminent corporate collections in the world, comprising material which illustrates the outputs of almost two centuries of shoemaking and testifies to the charitable and political interests of the Quaker Family who founded the firm. Over 150,000 items make up the collection which includes: archives; footwear; shoemaking machinery; point of sale; film and sound archives; fossils; artwork; furniture and costume. Over 80% of these collections are owned by the company. Due to close links with C & J Clark Ltd. through shared collections



and services, a Grant Funding Agreement and a Collections Loan Agreement were implemented on 6 February 2018 to ensure the Trust and the company are aligned where possible on activities and resource allocation.

Our income is generated predominantly through three sources: grants from C & J Clark International, grants from Clark-family trusts and investment income from our shareholder dividends. As shares and dividend payments fluctuate with the markets, our long-term financial sustainability is difficult to predict. Since 2015 we have seen an 86% reduction in income from investments we relied upon and recognise the need to broaden our portfolio of income generating activities through charging for services, creating new services and managing our finances. One-off grants have historically been sourced from grant giving bodies and trusts to complete discrete projects, though the Quaker values of the trustees and the alignment with a corporate body limits the types of grants which can be applied for.

We have grown rapidly over the last 10 years, recruiting a large team professionally qualified staff and investing heavily in the development of the Grange site as an archive and research centre. This rapid growth has coincided with a period of falling income, and we are now in the unfortunate position of operating at a significant deficit which our reserves alone cannot support.

We are currently open to the public by appointment only, with a number of talks, public events, exhibitions and collaborative projects hosted throughout the year on the Grange site. These are advertised online and in the local media and generally take place Monday-Saturday 10-5pm, with extended opening hours applied on an event-by-event basis. Private tours, research services, photography and digitisation are offered for a fee.

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| 2002 | Our charity is formally established and registered, with three staff caring for Clark family and company collections at #44 High Street in Street |
| 2010 | We take ownership of the derelict Grade II listed Grange site and recruit an Archivist and a small team of dedicated heritage professionals |
| 2011 | We begin the £2.5m refurbishment of the Grange and the construction a new purpose-built and environmentally controlled archive for the family and company collections |
| 2012 | Our staff move into the Grange and begin cataloguing the 100,000-strong collection, gradually moving them into the new archive and offering a research and enquiry service |
| 2013 | With funding from the company, we begin an important project to catalogue and digitise key company collections, enabling them to be properly conserved and accessed more widely |
| 2015 | We recruit a Director to begin developing plans for a new store to preserve the offsite collections and a museum to provide an opportunity to showcase the developing collections |
| 2017 | We work with Clarks to formalise our relationship, and the company collection is loaned to us on a rolling 3-year basis in preparation for the new museum |
| 2018 | We begin planning the development of a new museum on the Grange site and secure £4m towards the capital development |
| 2019 | Phase I of the capital development programme begins with the research and development of the museum's offer, audiences and business plan |

Our Collections

The collections contain a significant range of items relating to the shoemaking industry, local history, Quakerism and geology (Alfred Gillett, 1814-1904, researched and assembled the ichthyosaur fossils to

create a collection for which Street is internationally renowned). The archive includes more than 1 km of shelving for family and business papers within which the documentary history of a notable Quaker family is contained, with extensive documents relating, for example, to John Bright MP (1811-1899) and Jan Smuts (1870-1950). Family archives also contain information about topics such as the role of Quaker women in social reform movements, including suffrage, temperance and the abolition of slavery.

The shoe collection comprises an estimated 25,000 items of footwear. These come from a wide range of sources including C & J Clark International Ltd., other national and international manufacturers, a “world shoes” collection assembled by members of the Clark family, plus historic items of footwear dating back to the Roman period. The collection continues to grow as further items and papers are deposited by the Clark family, C & J Clark International Ltd., and the public.

The existing collections in our custody include those loaned by C. & J. Clark Ltd., several groups of materials privately owned by descendants of Cyrus (1801-1866) and James Clark (1811-1906), items on loan to C. & J. Clark Ltd., through the Shoe Museum and those owned outright by the Trust. These collections may be described under three broad subject areas: History of Clarks, History of Shoemaking and History of the Clark Family.

Our Vision for 2025

Our vision is to create a museum and archive as a source of knowledge, learning, inspiration and enjoyment by 2025. The museum will showcase the many diverse interests of the Clark family members and aims to create an important historical and cultural asset which will illustrate excellence and innovation in shoemaking, branding and retailing in a national and international context.

The new museum is planned to be built on the site of the Grange by 2025, which already houses the archive and research centre. As currently envisaged, the museum will contain 10 galleries that capture not only the richness of the extensive footwear collection and archive, but also the story of the family business, C & J Clark International Ltd., the Quaker family and significant chapters in the social and political history of the UK, and particularly of Street in Somerset.

Based on a conservative estimate, the museum will target 40,000 visitors per annum, paying an appropriate entrance fee. Provision will be made for galleries to be updated and refreshed annually, with other opportunities for collaborations with national and international lenders for temporary exhibitions. We envisage other income-generating activities taking place on the site, including outreach, events, room and venue hire, as well as a café and a shop. There is plenty of scope for developing further opportunities given that the site of the Grange also has sufficient land (c. 2 acres) to develop additional facilities and outdoor activities.

In conjunction with the capital development of a new museum, we also plan to improve the storage conditions and facilities for the internationally significant collections we hold. Our current dilapidated store will be replaced with a new large object store in Street and will be designed to contain the impressive shoe machinery collection. The store will be designed to provide the optimal conditions for long-term preservation and by designing the building with open storage in mind, there will be opportunities to offer supervised public access to reserve collections not on display via the museum.

Our Location

We are based in the Grange, a three-storey Grade II listed manor house in the heart of Street. The site consists of the main house used as offices linked to a two-storey barn by way of a single-storey dilapidated building currently used as a store. The site also contains a newly built standalone archive with 4 large strongrooms, a walled orchard, 2 acres of grounds and small staff car park. It has played a key role in local

life for many centuries, having been a school, a refugee hostel, a hospital, a training centre and even a cinema.

Located only 150m from the Clarks company headquarters, it shares a boundary with Clarks Village, a retail outlet attracting 4.1 million visitors a year, whose main car park includes 70 spaces we own but do not use. The company-run Shoe Museum is located 300m from the Grange site and has been operating since 1974. It contains chronological gallery displays on the footwear manufactured by Clarks, as well as comparative historic footwear from international manufactures. The museum will be closed in advance of the new museum development, but no date has yet been fixed.



The Brief

The construction of the new museum is scheduled to be completed in 2024 and a Project Plan gives the major milestones for the architectural and design elements, which are due to begin in 2020. In advance of this work we wish to appoint suitably experienced consultant(s) to develop our first Business Plan. The 5-year plan will guide our activities through the capital development project and beyond, ensuring our aspirations are viable and sustainable.

The Business Planning consultant(s) will undertake a business review of the Alfred Gillett Trust identifying opportunities for cost saving, increasing income by recommending new approaches to fundraising, trading and other income generating activities, as well as alternative income streams. We want to identify and understand the current risks and how these can be mitigated to provide economic sustainability for the proposed museum.

This work will take place concurrently with the development of a new Audience Development Strategy and Activity Plan by external consultants and there will be a need for collaboration with the activity planning team.

Requirements

The Business Plan will be used to provide a roadmap for the Trust, ensuring that the future museum and services we offer are suitable to our resources. It will help us plan for the future in many ways, including where to invest, what is best to develop, measure the organisation's activity and 'products' and forecast visitor numbers. The requirements of the role are to:

- Attend briefings and conduct interviews in order to understand the Alfred Gillett Trust's income generation and charitable work in different contexts.
- Review the current overall operational cost structure in terms of income generation and major expenditure areas and make recommendations of ways of monitoring and driving down operating costs.
- Review the current investments and assets and make recommendations for diversification using an ethical investment policy.
- Review the current staffing structure and make recommendations for future development suitable to the operation of a museum, archive and research centre.
- Explore options for maximising future earned income of the new museum through admission fees, internal and external exhibition and event tickets, outreach and education visits, workshops, café and retail sales, private hires and rentals, research services and consider other potential sources of earned income.
- Consider potential publishing and merchandising opportunities relating to the collections, subject matter, exhibitions and programmes which could be sold on site, online and/or via distributors.
- Audit the skills and capacity of the staff and volunteers engaged in income earning and business development activities to accommodate anticipated levels of activity and recommend any recruitment or training needs.
- Work with the Audience Development consultant(s) to plan and cost the Activity Plan, a 5-year programme of events and activities to engage communities.
- Develop a financial model that allows detailed analysis and scenario planning to underpin and inform the annual budgeting cycle.
- Undertake research and benchmarking on local and national comparators and competitors.

- Make recommendations for monitoring and evaluating the success of the Business Plan.
- Provide guidance on the VAT implications of building and operating a museum.

Outputs

The Business Planning consultant(s) will report to the Director and will be required to provide regular reports by phone, email and in person. They will be asked to produce an interim report exploring options and a detailed final report in the form of a 5-year Business Plan for 2020-2025 to include as a minimum:

- Executive summary
- External and internal analysis using PESTLE/SWOT
- An analysis of the market
- A summary of interview, consultation and research findings
- An analysis of options for different revenue streams, with recommendations
- A 5-year profit and loss with sensitivities, accompanying narrative, risk assessments and other considerations as described above

Consultation & Research

The following stakeholders could be consulted during the research and development phase:

- Alfred Gillett Trust staff and Trustees.
- Senior Leadership Team of C & J Clark Ltd. as owners of the majority of our collections and branding.
- Clark family members via the Family Shareholder Council (STFC).
- Roger & Sarah Bancroft Clark charitable trust (R&SBC), as major revenue and capital funders.
- Clark family trusts, as revenue and capital grant funders.
- Landsec, managers of Clarks Village retail outlet which we share a boundary with.
- Local and district authorities including Street Parish Council and Mendip District Council.

Timetable

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| 10 May 2019 | Deadline for tender |
| 20-22 May 2019 | Interviews and appointment of consultant(s) |
| 03 Jun 2019 | Start date |
| Jun-Aug 2019 | Consultation and research, liaison with Audience Development consultant(s) |
| 23 Aug 2019 | Submission of draft Business Plan |
| 01 Nov 2019 | Submission of final Business Plan |
| 31 Jan 2020 | Final payment of consultant(s) fees and expenses |

Resources

The following resources will be made available to the successful consultant(s) to support the business planning work:

- Free room hire to conduct work, meetings or consultations on the Grange site.
- Access to the knowledge and skills of our staff.
- Access to the Audience Development consultant(s).
- Administrative support for the organisation of meetings and activities.

Supporting documents available upon request prior to tender:

- Audited annual and management accounts.
- *Capital Development Project Plan*, giving major milestones and outputs for the overall project.
- *Strategic Plan*, describing our set up and planned activities in detail.
- *Collections Development Policy*, detailing our collections and collecting priorities.
- Details of the current scheme of charges for events and services.
- Plans of the Grange site and environs.

This will be the first piece of business planning work done by us, giving the consultant(s) a rare opportunity to shape the development of a heritage service from the earliest stages, embedding financial sustainability and good practice into future plans.

Submission of Outputs

The hard copy reports should be A4 documents with photographs, illustrations and tables set in the text and should be presented in accessible language for a non-specialist reader. 2 hard copies should be submitted along with an electronic version of the plan on an encrypted removable storage device or via an online cloud service. A draft report is expected on 23 August 2019, with the deadline for final submission of the Business Plan set to 1 November 2019.

Copyright

Copyright of the plans and any material quoted in it will be assigned free of charge to, and remain with, the Alfred Gillett Trust, which will retain the right to reproduce and distribute the reports as necessary to support the project and its work generally.

Confidentiality

The successful applicant(s) shall at all times keep confidential any commercially sensitive or confidential information which it may acquire in relation to the Alfred Gillett Trust or its partners and shall not use or disclose any such information. This obligation shall continue without limit in time following the end of the consultancy. The only purposes acceptable to disclose confidential information will be where: it is for a purpose related to the operation of the consultancy; with the written consent; because it has come into public domain otherwise than by breach of the consultants; or if it is required by law, or governmental or other regulatory body.

Tender Process

Tender submissions should include the following:

- Methodology and Timescale: Proposed method and programme of work.

- Key Sources: Key information and contacts to be used in undertaking the work.
- Presentation: How findings and recommendations will be presented and proposed format of outputs
- Proposed Team: Details and relevant experience of the individual/team who will be involved in delivering the contract including the number of days and daily rates of each individual.
- Budget: A breakdown of costs to include:
 - Total cost for professional services including VAT
 - Total number of days required to undertake the work and each section of the work
 - Estimated costs allowed for travel, accommodation and other subsistence, if relevant
 - Estimated costs for any other expenses such as printing
 - Total cost for all work and expenses including VAT
 - VAT Status
- Relevant Experience: Details of past work within this sector and within the scope of this work. A minimum of 10 years' experience is expected.
- Professional references from 2 similar projects relevant to the nature and scope of this brief.

Budget

The fees, travel and subsistence expenses for the contract should be proposed by the consultant(s).

As part of Methodology and Timescale, the consultant(s) should provide details of milestones that they feel are appropriate and achievable. Payments will be made on completion of these milestones.

Tender Timescale

Tenders should be returned by 5pm on 10 May 2019 to:

Natalie Watson, Director, The Grange, Farm Road, Street, Somerset, BA16 0BQ

Email: natalie.watson@agtrust.org.uk

Phone: 01458 444060

Those shortlisted will be invited for interview at the Grange on 20-22 May 2019.