



## **Walpole Old Chapel: Brief for Business Planning Consultant**



### **Context**

Walpole Old Chapel is a Grade II\* listed Independent chapel dating from c1690. It is on the Heritage at Risk register and is urgently in need of major repairs, which will include removing all the failing lath and external render, repairing or strengthening the timber frame, and re-covering the whole in traditional materials.

The Chapel is now owned and managed by the Friends of Walpole Old Chapel (FWOC). FWOC has for many years managed the Chapel on a day-to-day basis, including organising public access; hosting weddings and funerals; managing utilities; and putting on public events.



FWOC has been awarded a Development Phase grant from The National Lottery Heritage Fund towards a major conservation and community project as it takes ownership of the chapel. FWOC seeks an experienced Business Planner (a single consultant or small team of consultants) to support activities in the development phase of the project

Consultants are welcome to apply for multiple open roles currently being procured by FWOC and to propose how they would align different project elements. In addition to **Business Planning**, these are **Activity Planning**, and **Fundraising Strategy & Support**. The role of **Evaluation Consultant** is not available with any of the opportunities listed above.

## **Purpose**

The overall purpose of the Business Planning Consultant is to assist FWOC to update its business plan as it now takes ownership of Walpole Old Chapel and to set short, medium and long-term targets. The two high level aims of the plan will be:

- To increase income to a level such that FWOC can meet its new financial responsibilities in a sustainable way, and
- To increase the capacity and resilience of FWOC as an organisation

## Scale of Consultant Input

The expected input from the consultant, and the allocated budget, reflect the relatively modest scale of this activity –

- FWOC is a stand-alone CIO, with very few external contracts or other organisational dependencies.
- The current aim of trustees is to increase physical visitor numbers from c1,500pa to c2,500 over the next decade.

## Duration

The contract will be from July 2026 to June 2027

## Tasks



The appointed consultant will be expected to support FWOC in delivering the following activities:

### **Creation of Business Plan:**

- Review existing business plan created for Heritage Fund application.
- Develop a detailed action plan for the delivery of the completed Business Plan, with specific milestones and targets.
- Development of an updated Business Plan including strategies and projections for increased visitor numbers, more events and additional income generated from existing and new sources.
- Coordination with and incorporation of other pieces of work ongoing into Business Plan:
  - Governance Review
  - Trustee Skills Audit, Recruitment & Development
  - Development of Tourism & Visitor Strategy
  - Audience Profiling Analysis
  - Partnership Planning
  - Events & Activities Review
  - Updated Environmental Strategy
  - Fundraising Strategy
- Setting plans for other pieces of work that will be undertaken at a later project stage:
  - Marketing Development & Implementation
  - Volunteer Recruitment & Training
  - New Website
- The Business Plan takes into account Heritage Fund requirements for the Delivery Phase application that will be submitted in June 2027

### **Financial Planning:**

- Review existing financial projections created for Heritage Fund application.
- Create updated income and expenditure projections and scenarios.
- Advise on financial risk and contingency planning.
- Support trustees in planning for reserve levels and sustainability metrics.

### **Governance and Leadership:**



- Advise on changes required to governance structure in light of new responsibilities.
- Assist in the development of decision-making and reporting frameworks aligned with good practice in charity governance.

## Fee

The suggested budget for the part-time support to produce an updated business plan for FWOC / Walpole Old Chapel is £10,000 plus VAT.

## Programme Management

The Business Planning Consultant will report to the FWOC board of trustees and work closely with the Project Manager and any other consultants working on the project. Each workstream will have a designated trustee lead. Work will be delivered on a flexible basis.

Consultants will be expected to keep a log of time spent and outputs delivered, in a format agreed with the FWOC board.

## **Required Expertise**

The consultant should demonstrate:

- Substantial skills in working with trustees from heritage charities to support business planning
- Experience in supporting small heritage organisations to develop and thrive
- Excellent organisation, finance and management skills
- Excellent communication skills.
- Knowledge and experience of community networks and public engagement.
- Knowledge and understanding visitor attractions and tourism



## Application Process

Interested consultants should submit:

- CV and relevant project portfolio
- Proposed methodology
- Examples of two case studies of previous business plan development
- Work plan with milestones
- Fee proposal
- Two references

To apply for this position, please email us at [hfinfo@walpoleoldchapel.org](mailto:hfinfo@walpoleoldchapel.org) if you would like further information or clarification about the role. We would be happy to discuss the possibility of including one or more of the other roles being procured at the same time as the Activity Plan Consultant. Full applications should be emailed to [hfinfo@walpoleoldchapel.org](mailto:hfinfo@walpoleoldchapel.org) by 5 pm, Friday 19<sup>th</sup> June.