



## Brief for a Development Phase Business Planner

Leicester Museums and Galleries has been successful in securing a Development Phase grant from The National Lottery Heritage Fund towards a £6m project, 'Voices of Leicester: a global city', at Leicester Museum and Art Gallery (LMAG). The Development phase will run from March 2025 – end August 2026. The Delivery Phase will start in April 2027 and complete in June 2030.

This brief sets out the requirement for a Business Planner to produce the project Business Plan, including market analysis to test projected visitor numbers, secondary spending, associated events and learning offers and planned revenue expenditure for staffing and overheads. Embedding of costs for management and maintenance and sustainability of activities.

### **Leicester Museums and Galleries**

Leicester Museums and Galleries is managed by Leicester City Council and operates five Accredited museums and one visitor attraction:

- **Leicester Museum and Art Gallery** is New Walk's World of Discovery and the city's flagship museum, a family friendly museum with significant collections including Picasso Ceramics, the Rutland dinosaur, German Expressionists, Victorian Art and Ancient Egypt
- **Abbey Pumping Station**, Leicester's Industrial Museum is a former sewage pumping station housed in a magnificent Victorian building with decorated beam engines which can be seen in steam on event days.
- **Jewry Wall**, a real Roman experience. A major £16.5 million capital project to revitalize the site has just been completed. A new 21st century visitor attraction to completely reimagine the site, deepen audience engagement, attract new visitors and fully embed the museum within the wider regeneration of the City Centre was opened to the public in July 2025.

- **Newarke Houses Museum and Gardens** is a social history and regimental museum which includes the Museum of the Royal Leicestershire Regiment.
- **Leicester Guildhall** is a Medieval venue and museum. It is one of the best-preserved medieval timber framed halls in the country. It is a popular performance and wedding venue.
- **King Richard III Visitor Centre** tells the story of King Richard III's life and death, and the search to find his lost remains in 2012.

Leicester Museums & Galleries Vision and Strategic Priorities can be found on our website:

[leicestermuseums.org/media/2ehkfwxn/leicester-museums-and-galleries-vision-and-strategy-25-29.pdf](https://leicestermuseums.org/media/2ehkfwxn/leicester-museums-and-galleries-vision-and-strategy-25-29.pdf)

## **The project**

The *Voices of Leicester* project will transform the visitor offer at Leicester's flagship free-entry Museum and Art Gallery (LMAG) by creating inspiring, diverse and interactive exhibitions that are relevant, engaging, and reflect the city's people. This will complete the transformation of the Grade II listed building which is currently going through improvements including improved visitor flow, a new art gallery zone and café (to open in 2026).

Two new social history galleries – the Story of Leicester - will share the lived stories of individuals and communities in Leicester over the last 2000 years. This unique insight into the city's history will enable visitors to connect with the local community and value the city's diversity. Supporting activities will include a conservation at work programme, partnership displays, exhibitions produced as part of community co-production projects. The visit experience will be enhanced through multimedia displays, virtual tours, and AR experiences. Learning spaces will be improved to host an expanding engagement programme. The building's Grade II listed features will be revealed partly by relocating a collections store from the ground floor to make the back of house area available for exhibitions.

The heritage skills and knowledge of the team, volunteers and partners will be enhanced. New staff/volunteer roles will include a Collections Access Officer, Community Co-Producer, Learning Officer, Activity Plan Project Officer, Oral History consultant, and Archive and research

volunteers.

A new family-friendly Environment Gallery will demonstrate our commitment to engaging young people in the story of the climate emergency. This immersive space will celebrate the natural world and explore the themes of climate change and the impact of human activity. The gallery will be a fun and interactive learning experience for children and families, encouraging them to engage with environmental issues through a local lens.

Activities for the new environment gallery will influence the development of the space and promote nature and the environment. A Young Producers Project and Live Brief Design Projects will empower and upskill young people, bring hidden collections to life, and offer real-world experiences. The programme includes Young Co-Production Projects (nature and environment), Health and Well-being in Nature, Schools Programme, Outreach and Education Events, and Partnership Projects to protect biodiversity. The LMAG team will continue to receive carbon literacy training and develop a sustainable exhibition toolkit to create socially responsible exhibitions.

The project will engage local people in co-producing their new social history galleries, enabling them to share their interests and perspectives. This will ensure the exhibitions reflect the diversity of the local community and create a sense of ownership. The project will engage with target communities, including those from diverse backgrounds, to ensure the museum is accessible and relevant to all. The project will provide opportunities for the community to participate in events, workshops, and activities that promote cultural equity and celebrate the city's rich heritage.

Resources and support related to climate anxiety will be developed for primary schools in the city centre, piloted by ECO school councils. Families from underrepresented communities in target wards will be engaged through structure and scaffolding so we can step into their landscape and experiences – and take the museum out to them. Young people from outer estate communities not in education or employment will undertake activities that will impact

their future. Students in the city centre will deliver live brief projects, in partnership with local universities, that resonate with their possible future careers. Significant global majority communities in Leicester will be supported in showcasing their stories.

LMAG will become more relevant, meaningful, and representative of the city's diverse communities and reach those currently underrepresented. A community engagement programme will deliver inter-generational work, targeted family events, and co-produced touring exhibitions to local libraries and safe spaces in the community. A human library, SEND talks and tours, volunteer visit buddies and on-site events and activities will reduce barriers to engagement. Training and skills development will include access and inclusion training. We will share our learning at an end-of-project conference.

LMAG's organisational sustainability will improve. Commercial activities, including ticketed events, experiences, and corporate hire, will be developed through the business plan to generate revenue and make the museum financially stable. Staff training in fundraising, retail (customer service, visual merchandising, and ethical procurement), and digital skills will build internal capacity and resilience.

### **Role specification summary**

A Business Planner is required to lead on the development of a Business Plan as part of LMAG's Development Phase and to support the completion of a Delivery Phase application to The National Lottery Heritage Fund by end August 2026. The role must be fully familiar with the guidance and processes involved in Heritage Fund projects.

The Business Planner's work programme will be directed and monitored by the LMAG Project Management Team.

### **Scope of work**

#### **Business Planning support**

- Advise on and contribute to the development of all aspects of the Business Plan for LMAG,

delivering by the end of the Development Phase a compelling, workable Business Plan that demonstrates sustainability. Review and challenge the existing Business Plan for Leicester Museums and Galleries, to develop a Heritage Fund compliant plan specific to our flagship site – Leicester Museum and Art Gallery.

- Carry out such market research in qualitative and quantitative forms as is necessary to prepare and support the market appraisal and to ensure the involvement of local people and potential participants in the development of the Business Plan.
- Draw together a market appraisal demonstrating that the project can meet its aims in respect of numbers and diversity of visitors, showing how LMAG will meet the needs of its visitors and users, learning participants, local people and visitors to Leicester.
- Support the team in ensuring that the trading strands complement and fit alongside the cultural mission of LMAG.
- Work with the LMAG Project Management Team to develop and test income and expenditure assumptions including new commercial hires arising from the museum transformation and availability of new or revamped spaces. Apply a sensitivity analysis to income and expenditure assumptions and forecasts.
- Work with LMAG to develop, cost, detail and test all proposed structures, budgets, methods of working and outcomes.
- Develop KPI's, monitoring and business evaluation proposals with which to monitor the performance of the new Business Plan.
- Identify key risks to business performance and produce a Business Plan Risk Register with appropriate mitigations.
- Present the emerging and final Business Plan to the Project Management Team and Board as required.

#### Coordinative support

- Assist in ensuring that all plans contribute to the long-term sustainability of the project and the Museum, developing and issuing business case updates for the partners as required to enable progress through decision making.

- Generally, support the team in the organisation of the project to ensure its full success and progress in meeting targets and timetables.

### **Skills, experience and knowledge**

LMAG is looking for:

- Experience of delivering Heritage Fund compliant Project Business Plans
- Experience of working as part of a multi-disciplinary team with Architects, QS, to RIBA Stage 3 as well as interpretation designers, activity planners to ensure the business planning is an integral part of the project development
- Experience of developing Business Plans for Local Authority museums
- Experience of working with a Local Authority as a client
- Excellent communication and team working skills
- A genuine affinity with the project vision
- Highly developed negotiation skills; able to gain the confidence of and to negotiate successfully with stakeholders
- A confident presenter and influencer, high level of personal authority and credibility
- Able to work effectively with a diverse spectrum of people in both the private and public sectors
- Proven track record in meeting deadlines and gaining sign off from the client

### **Timetable**

This is a contract for the Development Phase of the Voices of Leicester project. The Development phase is March 2025-August 2026, and the Delivery Phase is expected to run from April 2027-June 2030.

### Key dates:

Brief supplied: 01.09.2025

Deadline for questions: 12.09.2025

Proposal and quotation submission: 16.09.2025

Consultants appointed: 30.09.2025

Draft Business Plan produced: 30.04.2026

Development Phase Review meeting with The National Lottery Heritage Fund: May 2026 (date TBC)

Business Plan and supporting documents produced: 30.06.2026

### **Reporting**

The post holder will report to the Project Manager, Arts and Museums, Faye Sadler and to the Project Team. With presentations to the Project Board as required.

### **Key relationships**

These are the key relationships and strands of work that the Business Planner will need to integrate with during the Development Phase:

- Project Team led by Jo Jones, Head of Arts and Museums
- Resources Manager, David Orton
- Income Generation Manager, Rachael Hickson-Pearce
- The National Lottery Heritage Fund
- Design Team
- Interpretation content development and designers
- Activity Planning Consultant, DBA Consulting

### **Fee**

This work has a fixed fee of up to £25,000 including travel and expenses but excluding VAT.

Payment stages to be agreed with the chosen consultant(s). The consultant(s) is expected to tailor their work to the demands of the project and some evening working may be required.

## **Proposal requirement**

LMAG requires all those that wish to quote to submit a proposal to carry out this project that covers the following:

- approach to the project
- a methodology that meets the brief
- CVs of all personnel who will deliver the services
- the company's track record of similar projects
- timescale for the project
- a fixed fee showing your daily rate, number of days spent on each task and including all fees and expenses but excluding VAT
- details of Professional Indemnity and Public Liability Insurance
- two referees from recent projects
- the methods you use for formal and informal communication with the client

Please email proposals to [faye.sadler@leicester.gov.uk](mailto:faye.sadler@leicester.gov.uk) by the deadline of midnight on 16.09.2025.

## **Available documentation**

The following documents are available on request as background information to inform the consultant work programme:

- The National Lottery Heritage Fund Development Phase application form July 2024
- Detailed breakdown of costs
- Outline Interpretation Brief
- Outline Activity Plan
- Masterplan