

Burrs Country Park
Brief For Business Mentor Role

May 2019

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Introduction

1.1 Introduction

- 1.1.1 Bury Council are working with Friends for Burrs Country Park and other existing user groups to bring about community-management at Burrs Country Park. It is intended for Friends of Burrs Country Park to ultimately take responsibility of all assets within the Burrs Country Park boundary and manage the site as such.

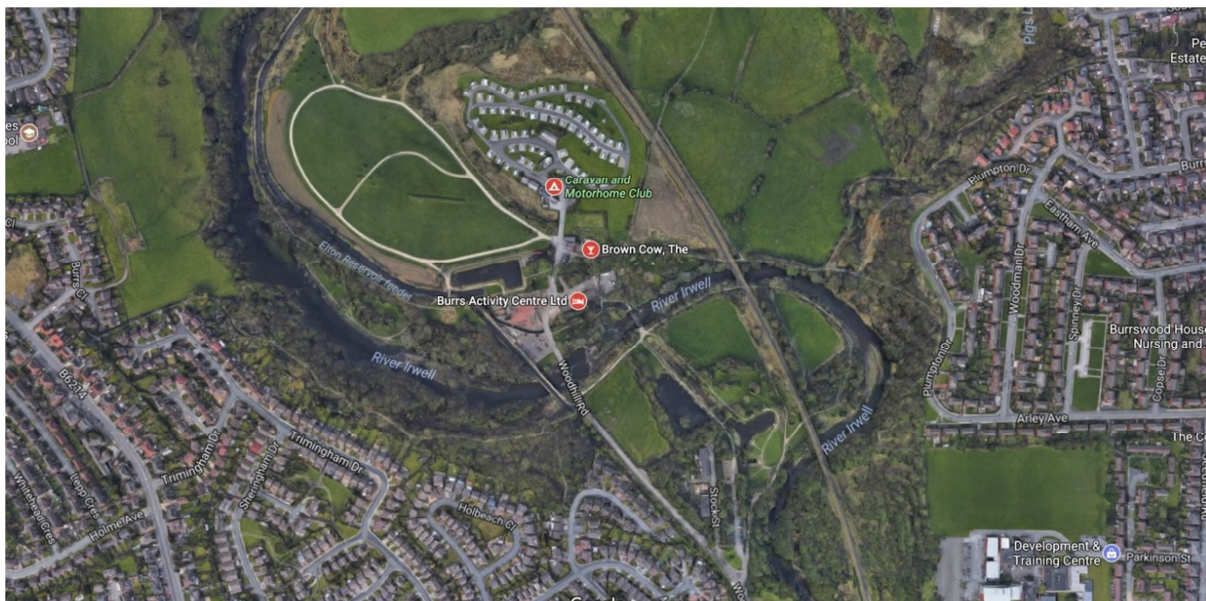
- 1.1.2 Working with partners including Proffitts Investing in Communities, Brandlesholme Residents Association and Friends of Burrs Country Park (made up of a mix of user groups and individuals) Bury Council are considering what options exist for physical assets in the Park (through conditions survey and feasibility studies) and working with the existing voluntary groups that work from within the Park to become more resilient to give Burrs Countryside Park a viable future.

- 1.1.3 To that end an application to the Heritage Lottery Fund was submitted recently. Funding was secured from Heritage Lottery Fund leading to this commission of a Business Mentor role.

1.1.4 Bury Council wishes to seek fee submissions from suitably qualified and experienced Business Mentors to facilitate an overarching business plan, and explore income opportunities for the sustainable long term management of Burrs Country Park as a whole. This role will explore / provide advice on tendering and attracting business opportunities and the management structure between private / public and voluntary sector. The role will also involve working with two other main organisations at Burrs to produce two, smaller business plans – which will link to the overarching plan. Work will include looking into structure, skill gaps, capacity building, relationships and recruitment of a mix of volunteers and potential paid roles.

1.2 Background

1.2.1 Burrs Country Park is located at Woodhill Road, Bury, Lancashire BL8 1DA



- 1.2.2 Burrs Country Park is a key priority for the town and over a 15 year period partners of Burrs will be working towards Burrs becoming a 'destination park' which is both a regional attraction and forms a key element of the town's burgeoning tourism portfolio. Please click on this [link](#) to the Burrs Country Park Strategy for further background and information. The strategy was approved by the Councils Cabinet on the 10th of June 2015 as a non-statutory material planning consideration to guide the future development of the site and provide support to the implementation of individual projects.
- 1.2.3 Burrs is a complicated and diverse park, and it was identified at an early stage that in order to deliver the improvements outlined in the strategy that a mixture of Council funding, Section 106 investment and external funding would be required and that a number of different external funders would need to be involved.
- 1.2.4 The first element looked at by the Strategic Development Group was the built heritage and history. As a result an approach was made to the Heritage Lottery Fund (HLF) who advised an application should be made to their Resilient Heritage Fund (small grants).
- 1.2.5 Friends of Burrs, working alongside Bury Council, are now seeking to commission a person, or organisation, on a freelance/employed basis.
- 1.2.6 The main elements of the Heritage Lottery Resilient Heritage Fund bid are to:

Covered by this brief

- Attract interest and manage the process of establishing a group or social enterprise to move Burrs towards community-management and governance.
- Develop an overarching comprehensive business plan for Burrs Country – exploring sustainable income opportunities for the sustainable long term management of Burrs Country Park as a whole. Main focus areas for income generation may be a Visitor Centre / Café / Camping / Events / Car Park / using buildings within the site as assets. The role will explore / provide advice on tendering and attracting business opportunities, relationships and the management structure between private / public and voluntary sector users of the site.
- Mentor and assist stakeholder groups at Burrs in increasing their capacity and resilience in the future. Skills audit and training for the Friends of Burrs group and other stakeholders in order to increase capacity in preparation for self-management is key to its success.
- Work with two Burrs user groups to develop their own (smaller scale) business plans which will feed in and compliment the overarching business plan as above.
- Assist and encourage the user group's delivery of initial objectives as identified in their business plans.

Covered by a separate brief for your information

- Bringing historic buildings into the modern world - remodelling options for the currently empty activity centre building.

1.2.7 Partners of Burrs are working towards a community led management model (could take the form of a mix of voluntary / paid staff structure). The work produced from both briefs will fully inform the self-management group of the current condition of the country park and therefore their value and liability - in the short to medium term, the feasibility including potential costs and options available to them as the group make decisions in terms of future funding applications and generating income utilising the assets available to them. The overall role of the business mentor will be to strengthen each of the 2 existing groups that use Burrs and assist an overarching Friends of Burrs, build group membership with a diverse set of skills, give understanding to their position and fill any gaps as identified in their business plan. Essentially a well and self managed community business will be formed to run Burrs Country Park and support user groups of Burrs Country Park for the foreseeable future.

1.3 Information to be Provided by the Client

1.3.1 The following information will be provided to the successful business mentor.

- Application to Heritage Lottery Resilient Fund
- Existing Business Plan information where available
- Existing base plans – elevations and floor plans for buildings
- Built Heritage Management Plan 2007
- Ordinance survey
- Findings from the Architect's role (later on in the role this will be available) It will be your duty to form a good working relationship with the Architect who will be providing an options appraisal for the main building and Burrs.

2 Required Outputs

2.1.1 The following outputs are required:

- The establishment of a fully functioning (investment ready) Friends of Burrs Group capable of community-managing the Burrs Country Park Site.
- The production of a fully comprehensive, overarching business plan for the Burrs Country Park Site headed by the newly established Friends of Burrs Group.
- The production of two smaller scale business plans aimed at the main current user groups on the Burrs Country Park Site

2.1.2 The production of the business plans is to be developed in consultation with the project steering group.

2.1.3 It is expected that meetings will be held monthly to update the steering group on progress / seek decisions / feedback on emerging work. A commencement meeting / final presentation will also be required. The Business Mentor will be required to independently undertake multiple site visits and group meetings ('talk time' is needed) hold preliminary discussions on the options with Bury Borough Council parks, planning and regeneration team staff and to attend such other ad hoc meetings as might be reasonably necessary to complete the commission.

2.1.4 All work produced must recognise and account for the intention to seek funding under streams such as the HLF's Parks for People programme, with the information provided in the final business plan information optimised to support such applications.

3 Role Specification

3.1.1 Knowledge/Skills required

Essential

- Experience of Business Planning in the voluntary sector
- An understanding of project development and the project management processes
- An understanding of Burrs Country Park Strategy 2015 and the principles and ethos that underpins it
- Experience of working with voluntary groups, residents and volunteers
- A track record of successfully developing and delivering community based projects with an emphasis on self-management / asset transfer on a Country Park Scale
- Experience of working in close partnership with local councils and other key stakeholders
- Experience delivering grant funded projects ideally sourced by Heritage Lottery Fund
- Budget Management
- Good IT skills

Desirable

- Knowledge of our area
- Experience of using social media to raise awareness and generate engagement

4 Timescales

4.1.1 Responses are due back by email no later than24/06/2019..... tomartin.proffitt@proffittscic.com

4.1.2 Timescales for the process are expected to be as follows, but are subject to change as the process develops:

Tender Issue: 10.06.19

Tender queries deadline: 20.06.19

Tender return deadline: 24.06.19

Tender decision and notification: 05.07.19

Business Mentor role commences: 08.07.19

Commencement Meeting with Business Mentor: week beginning 08.07.19

2 user groups business plans completed: 15.12.19

Overarching Burrs Business Plan complete: 15.12.19

4.1.3 Please note that timescales for delivery of survey information are approximate and the Business Mentor is expected to be flexible should timescales alter. No additional charges will be accepted if survey timescales alter.

5 Project Governance

5.1.1 Bury Council will be the employer for the commission.

5.1.2 The commission will be managed by Bury Council with the support of a steering group with representation from the Friends of Burrs Group and Bury Council.

5.1.3 Any queries relating to this document are to be sent by email to martin.proffitt@proffittscic.com no later than 20.06.19.

6 Budget & Fees

6.1.1 A budget for fees has been established due to the availability of funding. Fees (including expenses) at this stage can be no more than **£5,200.00 exclusive of VAT**.

7 Submission Criteria

7.1.1 The following information is required as part of the submission:

- Hourly rate vs items of work fee quotation and resources schedule
- Schedule of hourly rates that would apply if additional work were to be instructed
- CV's of key staff members to work on the project (incl. sub-consultants)
- Project Sheets for a maximum of three comparable projects undertaken in the last five years

8 Assessment Criteria

8.1.1 Submissions received will be assessed on a price / quality basis as described below:

- Submissions which exceed the fee budget will be not be considered further.
- Scores will then be awarded on the basis of 60% quality and 40% cost.
- The lowest cost will receive 40%. The cost of each submission will then receive a proportion of the 40% on a pro rata basis. Therefore, if the lowest cost is £8000 and another cost received is £12, 000, the £8000 quotation will receive 40% and the £12, 000 quotation, being 1.5x the lowest, will receive 26.7% ($12000 / 8000 = 1.5$, $40 / 1.5 = 26.7$).
- Quality scores will be awarded on the basis of 30% for the proposed team, based on CV's provided and 30% for the practice's relevant experience, based on the project sheets provided.

8.1.2 The highest scoring quotation will be the one which can demonstrate work on similar projects by a capable team for the most commercially advantageous fee.

8.1.3 Bury Council reserves the right not to accept the lowest priced or any other tender received.

9 Further insight into the Business Mentor Role.

9.1.1 The following words are lifted from the Resilient Fund Bid to Heritage Lottery Fund and will give a deeper understanding of the business mentors role:

Business planning and mentoring for existing user groups will then feed into a proposed new overarching structure which will strengthen and protect the heritage within Burrs long term as the heritage will be understood to be the main asset which will act as the main pull and increase footfall to the site.

The engagement of a business mentor to review the business models and plans of each of the 2 organisations currently using Burrs as a base. This expertise will help maximise community use, oversee changes and strengthen each organisation.

The business mentor would also work on stakeholder development generally - identifying both new opportunities as well as working with all existing stakeholders. This would involve mapping the existing overall partner structure, looking at responsibilities and the relationships between each stakeholder. The process would consider what works

well, what can be improved, what skills are present and needed and also agree a path to build the groups capacity. Through consultation and current partner discussions there is a consensus that we need to work towards a new overall structure which will increase skill level and capacity, bring enthusiasm and new ways of thinking and working.

The business mentors support of the intended community-management group will give them the support / confidence / capacity / ability to make that step change towards full self-management and self-governance status.

The business mentor role would also involve developing relationships with the local farm and their new business idea but also maximising opportunities, but also lead to support groups in organising events and activities which will lead to strength and stability.

The business mentor role would consider the volunteer work potential for the site. Volunteers would need to have a strong interest in heritage and environment to keep site in working order and would need a strong recruitment campaign to attract and sustain the right candidates for the job. This piece of work is towards a self-management model with potentially a mix of paid staff and vols.

The business mentor would also work on an overarching business plan for the wider Burrs site. Financial sustainability is a key priority and we will need to explore all areas of income opportunity – feeders of income such as events and links with ELR / Caravan Club / Café / Farm Shop / potential payment for toilet use and car parks all need to be considered. The 2 individual stakeholder business plans will feed into and inform this piece of work. Other considerations as an example will be being part of the Real Ale Trail / Irwell Sculpture Trail / leasing buildings to businesses / tendering out business opportunities such as the café and activity centre building and exploring joint ticketing opportunities for other events in and around the Bury area, the intended local community farm and shop, organising coach trips and internal shuttle bus, having a bank of canoes on the train or at the station and propelling all these ideas forward through a modern and user friendly / burrs web site and social media using the heritage as its underlying theme. For Burrs to be a success this needs to be a destination plan – a fully interlinked transformation. The business plan will set in motion a big overhaul setting a direction of travel with the stakeholders making sure it gets there.