



CLIFTONVILLE'S CULTURAL SPACE

Albion Road, Cliftonville CT9 2HP

www.arkcliftonville.com

Project Brief for the Business Plan Consultant

Introduction: Following funding from the National Lottery Heritage Fund, ARK, Cliftonville's Cultural Space, is seeking to appoint a consultant to develop our existing Business Plan (written in April 2022) to reflect the increased capacity and earning potential of the organisation and to provide a route map for its development.

Experience / Knowledge: The appointed consultant will be expected to have strong leadership skills to bring together all the information in consultation with staff, trustees and other stake holders, as well as:

- Experience of working with cultural and art spaces.
- Ability to be flexible and work collaboratively with a small team of staff and volunteers. (Meetings will be a mix of virtual and in person at ARK).
- Experience of delivering Business Plans for NLHF and other key funders.

Process and Timetable for application:

Deadline for applications: **6 January 2025**,

Interviews: **10 January 2025** in Margate, or online

Please email your CV and a covering letter, together with the names of two referees, to Jan Ryan – jan@cliftonvilleculturalspace.com.

Your covering letter should address the following:

- Day rate
- Anticipated number of days
- Timeline for deliverables
- What social value you can offer (knowledge of area / similar projects)
- Case studies (up to 4)

Reporting: The appointed consultant will report to ARK's CEO, Jan Ryan.

Context: The former Margate Synagogue is the last remaining building in Margate with a link to its important Jewish past and heritage. It was built in 1928 by E Peall & Co of Margate at a cost of £6000, reflecting the affluence of the area which included many local Jewish business and hotels, and which, like the Synagogue, catered for both residents and visitors.

By 2011 with only 11 members of the congregation left, it became untenable to keep the Synagogue running and in 2020 the building was put up for auction and a campaign ensued to save it from developers. It received unanimous support from the local community and a donor was found to purchase and save the building.

Whilst most of the contents were stripped out when the Jewish community vacated the Synagogue it still retains some of its historic features. The eastern end of the building has iconic marble steps leading to a semi-circular apse with a domed copper roof. The upper gallery, which was once the Ladies' Gallery, remains. The main windows facing the street are leaded stained glass which contain geometric patterns and a Star of David motif.

Prior to CCS taking over the building, it had lain empty for 6 years and had not been used or maintained for several years before that. The proposed work will allow the ground floor of this building to be fully restored, preserving its legacy for generations to come.

Margate and Cliftonville are changing. The Margate Town Deal and Creative Land Trust are transforming the area, yet Cliftonville West is still one of England's most deprived wards, and its popularity with young creatives masks the gross inequalities and separation between different communities that exist in the area. This initiative is an opportunity to include Cliftonville in the new vision for Margate by creating a welcoming community facility that is accessible to all.

Since opening the building in 2022, we have successfully delivered many projects including:

- Cliftonville Voices (2022) – oral history project and exhibition in partnership with Margate Museum celebrating the diversity of Cliftonville past and present
- Festivals including Refugee Week (2023 and 2024) events and workshops celebrating the contribution refugees and asylum seekers make to our communities; Making More Waves, profiling the quality and wealth of creative practice in Kent; Infinity, celebrating the work of local internationally acclaimed artist Govinda Sah 'Azad'.
- Roma projects including International Roma Day celebrations (2023 and 2024) and Roma Rap sessions for local teenagers
- Engagement projects with young people in partnership with Turner Contemporary, 1927 Theatre and Jasmin Vardimon Dance involving local children and pupils from Hartsdown Academy
- Refugee-focused projects with Beyond the Page, Project 43 and residents from our local hotel which is housing asylum seekers
- Jewish heritage schools project with Cliftonville's primary schools
- An ongoing public programme of ambitious and engaging theatre, music, dance, exhibitions and workshops.

Business Plan Brief:

- Review the existing outline draft Business Plan.
- Work closely with CCS, the Fundraising / Income Generation Consultant and the external Project Team to ensure continuity between all documents.
- Contribute to the overall Development Programme and Risk Register.
- Produce monthly progress reports
- Organise and chair any Business Plan meetings and prepare minutes
- Attend meetings as required to co-ordinate the Business Plan
- Work with CCS and any potential franchise to review the business plan impact of the catering offer.
- Liaise with CCS Director and Trustees on the organisational structure and delivery of the plan and work closely with the Internal and External Team to feed income and expenditure into budgets and cash-flows.

- Liaise with the Project Manager to ensure there is synchronisation in timetables and budgets.
- Attend meetings with CCS Trustees as required.

The Business plan should include the following sections:

- details of CCS's purpose, governance, funding and management
- development of the project and experience of the team
- strategic background to the project; project details
- a market analysis - identification of core markets and their potential size
- competitor and comparator analyses
- visitor / audience projections, financial appraisal
- details of future governance, management and staffing
- risk assessment (risks and opportunities); monitoring and evaluation
- reflection on the organisational impact of the project
- budgets and cashflows
- strategic review of the potential income streams, including retail, catering, venue hire and commercial activities

Timescale

- Business Plan Consultant appointed January 2025
- Mid-stage review circa April 2025
- Final Business Plan complete July 2025

Copywrite: CCS will own the copyright of all documents produced.

Available fee: £10,000 (inclusive of all expenses except vat).