



## **Freelance Business Plan Consultant - Our Hinterlands**

### **Arts Council England – Creative People and Places**

**Project:** Business Plan Development

**Programme: Contract Type:** Freelance / Fixed-term

**Location:** Hybrid (with in person stakeholder meetings)

**Fee: £3500**

**Timeline:**

Draft outline Business Plan by 15th August 2026

Updated draft outline Business Plan by 13th November 2026

Final Business Plan by Feb 27 and should align with the financial years thereafter until 31 March 2029.

### **About the Opportunity**

We are seeking an experienced freelance consultant to develop a robust, high-quality business plan for a new, Arts Council England, Creative People and Places (CPP) project, called Our Hinterlands.

CPP projects focus on increasing participation in arts and culture in areas where engagement is significantly below the national average. Our Hinterlands will aim to build sustainable, community-led cultural activity and long-term partnerships in the 'hinterlands' surrounding Selby, Tadcaster and Sherburn.

An exciting program aimed at reimagining rural life in Selby District, Our Hinterlands will empower local communities by encouraging creativity for residents in their place. The initiative will celebrate the unique landscapes, heritage, and stories of the area, with the community leading the way towards making culture a vibrant part of everyday life. This could be anything from showcasing art on bin lorries, hosting hip-hop events in libraries, or organising painting sessions in post offices - but this is all to be decided in collaboration with our communities.

Our Hinterlands is led by a consortium of dedicated organisations working in the area, including ARCADE (lead), Tadcaster & Rural CIC, Up For Yorkshire and North Yorkshire Council.

The consultant will work with the consortium to translate our vision into a financially sound, strategically aligned, and compelling business plan that meets the requirements of Arts Council England.

### **Role Purpose**

To lead the development of a comprehensive business plan that:

- Aligns with Creative People and Places priorities and supports answering the three core research questions.
- Demonstrates strong financial modelling and sustainability
- Articulates governance and partnership structures
- Sets out clear delivery, impact, and evaluation frameworks
- Presents a community-centred model supporting the development of Our Hinterlands into an established programme.

### **Key Responsibilities**

- Review and understand all the funding requirements and program frameworks of the Arts Council England's CPP funding program and our funding agreement.
- Review background materials, research and previous consultation findings. The area will complete a Place Partnership project, Now Then! In September 2026 which should provide a lot of insight and learning.
- Mapping the places and assets in the district.
- Facilitate in person planning and visioning sessions with key stakeholders (consortium, partners and/or community representatives) in a democratic and enabling way
- Draft and refine the full business plan ready for submission in Feb 2027.

The Business Plan should be created in collaboration with the consortium partners and include the following deliverables, created in line with Arts Council England guidance and assessment criteria :

- Full Business Plan (including executive summary)
- Detailed financial forecast - an indicative budget and cashflow for the Funding Period.
- Documented, defined governance and leadership structures with consortium
- Conflict of interest monitoring and management

- Outline risk management and mitigation strategies (risk register)
- Define decision making strategies
- Suggestions for income diversification
- Sustainability strategies
- Sustainability and income strategy
- Two rounds of revisions following feedback from Consortium and Arts Council England.

## **Person Specification**

### **Essential Experience**

- Demonstrable experience writing successful funding business plans for Arts Council England funded organisations
- An understanding of cultural engagement in low-participation areas
- Proven financial modelling and budget development skills
- Experience working with community-led or participatory arts projects
- Understanding of governance models for cultural organisations
- Excellent written communication skills
- Experience facilitating several partners to create a shared vision

### **Desirable Experience**

- Experience working in place-based cultural development
- Knowledge of evaluation frameworks in participatory arts
- Experience supporting consortium or partnership bids
- Direct knowledge of the Creative People and Places programme, ACE Investment Principles and Let's Create strategy

### **Essential Skills & Attributes**

- Experienced enabler of partnership working
- Strategic thinker with strong analytical skills
- Able to synthesise complex information into clear, compelling narrative
- Financially literate and detail-oriented
- Strong facilitation skills
- Collaborative and responsive to feedback
- Ability to work to tight deadlines

## **Application Process**

Please submit:

- A CV outlining relevant experience
- A short proposal (max 2 pages) outlining your approach, timeline, and fee
- Contact details for two referees

Deadline: 27th April

Interviews: w/c 4th May