



An Grianán Theatre – Invitation to Tender-

Strategic Review and Business Plan

Tendering Brief

1. Purpose of project

- 1.1 The overall purpose of this project is to undertake a Strategic Review of the organisation and to develop a Business Plan for An Grianán Theatre for the next three to five years.

2. Objectives of the project

- 2.1 In 2019 An Grianán Theatre reaches the significant milestone of its 20th anniversary. In the years since it opened to the public the theatre has undergone a number of changes in response to various challenges not least surviving the difficult years of austerity since 2008. With a positive economic forecast now in place in Ireland, the theatre would like to take stock of its achievements to date and to reassess the challenges and opportunities in the years ahead.
- 2.2 We would like to review our current operating model in terms of the programme of work undertaken and how the theatre delivers on its objectives of being a community theatre and a centre of artistic excellence for the whole of the North West region.
- 2.3 The review should include interviews with key individuals including theatre Board and Staff members, funders, artistic partners and other key stakeholders.
- 2.4 Specifically the review should consider:
- the theatre's programme of events, addressing the mix and nature of work presented and produced as well as the theatre's engagement with artists both locally and nationally.
 - A Review of the theatre's management of the Café Bar as a feature of the contribution to the organisation's activities and income streams
 - A financial overview of the organization – addressing current expenditure on the programme of activities and running costs.
 - A review of the staff structure including the Community Employment Scheme and roles carried out by individual members of staff paying particular attention to changes in how the theatre has operated over

time and the shift in staff responsibilities in response to legal compliance under, Insurance, Health and Safety, Child Protection and Data Protection legislation

- A overview of the strategic marketing of the organization in the context of technological advances in box office software and social media outlets.
- A review of the Governance of the organization including the make up the Board, a skills audit and progression planning for Board and key staff members
- A review of the theatre's current capital infrastructure and recommendations for the future in relation to equipment and fixtures and fittings as well as a suggested road map for the organisation in terms of green energy practices..

3. Background Information

3.1 An Grianán Theatre opened to the public in October 1999. It's aims and objectives are:

"To be a centre of artistic excellence at the heart of the community."

- To provide access to the best local, national, and international drama, music, dance and comedy for the people of Donegal and the Northwest region and its environs.
- To nurture artistic skills and creativity within the community by providing a programme of professionally-led classes and workshops.
- To create and tour high quality, professional theatre productions in order to reach new audiences and provide employment for artists.
- To develop younger and more diverse audiences for the arts through a programme of educational initiatives for schools and community groups.
- To provide a valuable resource for the community in terms of the building and its staff.
- To offer training and skills development opportunities for those seeking a career in the professional arts.

There are four main strands of activity through which An Grianán fulfils its mission and objectives:

- Year-round programme of high quality arts events across the art-forms.
- Education and training activities to encourage community participation in the arts.
- Creating, staging and touring professional theatre productions.
- Targeted audience development initiatives.

The core values which inform all aspects of An Grianán's work are: creativity; best practice; partnership; communication; accessibility; accountability and equality of opportunity.

3.2 An Grianán Theatre opened in 1999. It runs a year round programme of performances, productions and educational activities. It is funded by the Donegal County Council, The Arts Council and the Department of Employment Affairs and Social Protection. It also accesses specific funding from various sources on a project by project basis.

3.3 An Grianán Theatre building is owned by Donegal County Council. It is run by An Grianán Theatre Management CLG which is also a registered charity. The current chair of the Board of Directors is Anne McGowan and there are up to eleven other Board members. The executive staff of the theatre is lead by Director, Patricia McBride.

3.4 As the theatre enters its 20th anniversary year, it would be timely to review its activities and performance as it emerges from 10 difficult years of austerity. For the last few years the theatre has been in survival mode, with many of the staff taking on additional responsibilities whereby there is now a situation that is unsustainable into the future. We would like to consider a future with more focus on strategic development and achieving our objectives as opposed to simply getting by. This might entail a redefinition of roles within the staffing structure as a consideration of response not only to the changing economy but also to the changes in technology, which have impacted on marketing and ticketing for the theatre – updates in technology which have impacted on the technical staff - changes in legislation including GDPR, Health and Safety and Child and Vulnerable Adult which require a high level of compliance and finally also changes in the infrastructure of the building as it ages and its needs to continue as a viable venue for the years ahead.

4. Resources Available

Resources available to the successful Tenderer to assist the Strategic Review and development of the new Business Plan include the following documentation:

- The Theatre's Current Business Plan
- The Theatre's Capital Replacement Plan
- The Theatre's most recent application to the Arts Council

5. Results

- 5.1 A verbal report and presentation to key staff and Board members both a progress report and a final report.
- 5.2 A Strategic Review Document which includes both SWOT and PEST analysis with a summary of the strategic issues faces the organisation.
- 5.3 A Business Planning Document for a 3 – 5 year period which addresses the strategic issues and maps a future path for the organisation. Specifically the Business Plan should address the strategic issues arises from the review. It is envisaged the final document will suggest plans and proposals in relation to the theatre's:
- Programme of Arts Activities
 - Staff Structure
 - Financial Management including funding and development opportunities
 - Marketing and Audience Development
 - Governance
 - Capital issues including replacements, refurbishment and sustainable energy and energy efficiency

6. Timescale

- 6.1 The work should be completed by end March 2019

7. Budget

- 7.1 All prices/ costs must be quoted in euro and must be inclusive of VAT and all expenses envisaged to complete the work involved in the Tender.

8. Selection

- 8.1 Written tenders should be submitted to Patricia McBride at An Grianán Theatre CLG, Port Road, Letterkenny, Co Donegal, F92RV1F or by email to angrianandirector@gmail.com no later than 10 AM on Monday 17 December 2018.
- 8.2 Tenders will be selected by a panel including members of the Board and senior staff of An Grianán Theatre. The successful tender will be announced by Friday 4 January 2019.
- 8.3 For further information or any questions relating to the brief please contact Patricia McBride Director: angrianandirector@gmail.com. Any information provided will be made available to all potential tenderers.
- 8.4 Please ensure that your tender document includes the following details:
- Your overall comments on the brief
 - The experience and qualifications you have which make you the ideal adviser for this brief
 - How you would approach the work including methodology and timeframes
 - Names of those working on the project and an outline of their skills & experience as relevant to this brief, particularly in relation to business planning
 - Detailed fees including the number of hours allocated to different aspects of the work and their rates
 - The names/ contact numbers of at least two relevant referees.
- 8.5 Assessment/Award Criteria

Ref: Criteria	Award Criteria	Marks available	Weighting
1	Proposed methodology and approach (including capacity to delivery) for providing the required services and how it matches the specified requirements as outlined.	Marks Available 1 – 5 in each category	25
2	Qualifications and experience of proposed nominated Adviser (Key Personnel).		25%
3	Any proposed additional benefits.		10%
4	Proposed costs.		40%

Tenderers must reach a minimum of 3 points under each heading to be considered.

Scores (1 - 5)

5 = Excellent

4 = Very Good

3 = Good

2 = Adequate

1 = Poor