SCOPE OF WORK
Commercial Development Consultant

Estimated commitment: 3-5months. Approximately 25 to 35, 7.5h days of consultancy across the engagement
Client Contact: Malaki Patterson, CEO & Artistic Director, The Music Works
Check-in Cadence: Fortnightly, with a formal midpoint review

All five workstreams are important and expected to be completed within the engagement. The one exception is the CRM workstream (Section 4), which is dependent on the Strategic Operations Director being in post. If that appointment has not landed by the time this engagement commences, Section 4 will be deferred and addressed at the midpoint review.

1. Asset Audit and Commercial Opportunity Assessment

- Design and conduct a structured audit of The Music Works' commercially viable assets, including physical facilities (Gloucester Hub, Forest of Dean Hub, Music Bus), intellectual property, staff expertise, methodologies, and sector relationships
- Assess the realistic commercial value of each asset and the effort required to develop each into a viable traded income stream
- Research comparable organisations and sector benchmarks to ground the assessment in evidence
- Identify any assets or opportunities not yet visible to the organisation

2. Commercial Strategy Development

- Develop a clear, prioritised commercial development strategy identifying the 2 to 3 most viable traded income streams for The Music Works to pursue in the short to medium term
- For each priority income stream, provide a detailed feasibility assessment covering market size, target audiences, pricing, competitive landscape, and resource requirements
- Set out a realistic timeline and phased approach to commercialisation, with clear milestones
- Identify the internal capabilities and structural conditions The Music Works will need to execute the strategy successfully
- Provide specific recommendations on how commercial trading activity should be structured within a charitable organisation, including any trading subsidiary considerations

3. Stakeholder Engagement and Internal Alignment

Note: the agreement will include a full legal scope of work using this information.

- Engage with the CEO, senior leadership team, and relevant staff to build a shared understanding of the commercial opportunity and what it requires organisationally
- Ensure the strategy is grounded in The Music Works' values and charitable purpose. We recognise that some commercially viable opportunities may not be an obvious values fit, and we want to know about those too. Where that is the case, we would welcome recommendations on how such opportunities could be structured, for example through a trading entity, to generate income for our values-led work without compromising the charitable mission
- Present interim findings and final recommendations to the Board of Trustees and Leadership Team

4. Commercial Requirements for CRM and Systems

- Define the commercial requirements and functional specification for the CRM, covering bookings, sales pipeline tracking, and membership management, working alongside the Strategic Operations Director
- This workstream is analytical, the consultant will specify what the system needs to do commercially, with implementation remaining the responsibility of the Strategic Operations Director and the organisation

Note: this workstream is dependent on the Strategic Operations Director being in post. If that appointment has not landed by the time this engagement commences, this element will be deferred and addressed at the midpoint review

5. Final Report and Handover

- Produce a clear, actionable final report covering the asset audit, prioritised commercial strategy, feasibility assessments, structural recommendations, and a proposed implementation roadmap. The report must include the following as non-negotiable outputs:
- Five-year income projections for each recommended commercial income stream, showing low, mid and high scenarios based on the feasibility assessment
- A clear breakdown of the estimated cost to implement and deliver each income stream, covering one-off setup costs and ongoing operational costs, so the Board can assess net return against investment
- A prioritised delivery roadmap showing which income streams to pursue first, at what pace, and what internal capacity or external resource will be required to do so
- Identification of any structural or governance changes required before commercial activity can be pursued, including any trading subsidiary considerations
- Provide a concise executive summary suitable for sharing with funders and the Board
- Conduct a handover session with the CEO and Strategic Operations Director to walk through the final report in full, ensuring the projections, costings and roadmap are clearly understood and that both the organisation and the

incoming Strategic Operations Director are equipped to act on them from day one

What The Music Works Will Provide

- We recognise that the quality of this engagement depends on the quality of access and information we provide. The Music Works commits to making the following available to the appointed consultant:
- Management accounts and financial data for the current and previous three financial years
- Cost and utilisation data for the Gloucester Hub, Forest of Dean Hub, and Music Bus
- Sight of relevant partnership and licensing agreements under appropriate confidentiality
- Access to key staff for interviews and working sessions, coordinated in advance
- Time with the Board of Trustees and Leadership Team to present interim and final findings, aligned to scheduled trustee meetings
- A named point of contact (the CEO) for the duration of the engagement, with fortnightly check-ins and a formal midpoint review

Assumptions and Dependencies

The following assumptions underpin the proposed timeline and scope. We will discuss and confirm these with the appointed consultant before work commences:

- The Strategic Operations Director appointment will be confirmed by winter 2026. If not, the CRM workstream (Section 4) will be deferred to a later point in the engagement
- The CRM implementation will be underway by the time this engagement concludes, so that commercial requirements can be incorporated from the outset
- Trustee meetings are scheduled for and interim and final presentations will be aligned to these
- A autumn 2026 start combined with a 3 to 5 month engagement is anticipated to conclude between January and March 2027. We will confirm the exact timeline with the appointed consultant

Contractual and Compliance Expectations

The appointed consultant will be engaged on a contract for services. The following expectations apply:

- Confidentiality: the consultant will have access to sensitive organisational data, financial information, and third-party partnership terms. All such

information must be treated as strictly confidential and not shared with any third party without prior written consent from The Music Works
- Intellectual property: all reports, frameworks, strategies, and other outputs produced as part of this engagement will be owned by The Music Works on acceptance
- Professional indemnity insurance: the consultant must hold appropriate professional indemnity insurance and be able to provide evidence of cover on request
- IR35 and employment status: this is a contract for services based on deliverables. The consultant is responsible for their own tax and National Insurance arrangements

Fee and Payment Schedule

The total fee for this engagement is £20,000, fixed and inclusive of all expenses and travel to TMW sites. This fee is inclusive of VAT where the appointed consultant or consultancy is VAT-registered. Payment will be made in three staged instalments aligned to key deliverables:

- 30% (£6,000) on commencement of the engagement
- 40% (£8,000) on acceptance of interim findings by the CEO, within 10 working days of submission
- 30% (£6,000) on acceptance of the final report and completion of handover, within 10 working days of submission

Any proposed changes to the scope of work within the fixed fee must be agreed in writing with the CEO before work on the revised scope begins.

Note: the agreement will include a full legal scope of work using this information.