Call for Consultant: Business Modelling & Market Research

West Yorkshire Print Workshop
BluePRINT: creating a centre of excellence for printmaking
Funded by The National Lottery Heritage Fund

Founded in 1984, West Yorkshire Print Workshop (WYPW.org) is one of the UK's longest-established open-access print studios and the largest in Yorkshire. From our base in Mirfield, and through our 'pop-up' space at The Piazza in Huddersfield, we offer studio and printmaking facilities, technical expertise, and creative opportunities that nurture artists, enhance wellbeing, and sustain the craft of printmaking. We also deliver an ambitious programme of exhibitions, learning opportunities and outreach programmes that engage thousands of people each year.

WYPW is an Arts Council England National Portfolio Organisation (NPO) and a current recipient of Arts Council Capital funding and investment from The National Lottery Heritage Fund. We are committed to supporting artists and communities, amplifying underrepresented voices, and ensuring our work remains relevant, inclusive, and aligned with Arts Council England's *Let's Create* strategy and The National Lottery Heritage Fund's *Investment Principles*. We continue to strengthen our facilities, digital capacity and future planning to ensure we remain at the forefront of printmaking practice.

About BluePRINT

WYPW is embarking on an exciting new chapter with *BluePRINT*, a project funded by The National Lottery Heritage Fund. Thanks to National Lottery players, *BluePRINT* enables us to explore how our workshop might be reimagined, including the potential for relocation, while engaging artists, staff, trustees, audiences and partners through open consultation to shape our future direction. The project will reflect on the history of printmaking in West Yorkshire while assessing space requirements and designing an organisational model to support a sustainable, forward-looking future. Our ambition is to establish a centre of excellence that builds on this heritage of printmaking while championing innovation and contemporary practice.

The project comprises four key strands:

1. **Printmaking Stories & Heritage** *(Jan-Mar 2026):* Capturing and celebrating the rich history of printmaking in West Yorkshire to inform future programming and preserve heritage
2. **Space Needs Assessment** *(Jan-Mar 2026):* Identifying what facilities and resources will best support WYPW's future growth
3. **Business Model & Market Research** *(Apr-Jun 2026):* Ensuring WYPW's long-term sustainability and resilience
4. **Building Options & Feasibility Study** *(Jul-Sep 2026):* Exploring potential sites, condition surveys, and architectural concepts for a new home

About The National Lottery Heritage Fund

The National Lottery Heritage Fund is the largest funder for the UK's heritage. Using money raised by National Lottery players we support projects that connect people and communities to heritage. Our vision is for heritage to be valued, cared for and sustained for everyone, now and in the future. From historic buildings, our industrial legacy and the natural environment, to collections, traditions, stories and more. Heritage can be anything from the past that people value and want to pass on to future generations. We believe in the power of heritage to ignite the imagination, offer joy and inspiration, and to build pride in place and connection to the past. **heritagefund.org.uk**

Call for Consultant: Business Modelling & Market Research

West Yorkshire Print Workshop (WYPW) is seeking an experienced arts consultant to lead a focused programme of business model review and market research as part of the third phase of *BluePRINT*. At a pivotal moment in the organisation's development, this consultancy will play a critical role in helping WYPW test, challenge and evolve its current business model, ensuring it is financially resilient, artist-centred and future-focused. The consultant will work closely with the Director, Board and stakeholders to bring together strategic analysis with participatory engagement, ensuring that a multiplicity of voices informs future decision-making. Given the specialist nature of WYPW's work, we are particularly interested in consultants with experience in the visual arts, and ideally in artist studios or printmaking / production-based organisations, who understand the spatial, technical and community-based requirements of this sector.

Scope of Work

The consultant will be expected to undertake the following areas of work:

1. Business Model Appraisal

- Critically review WYPW's current business model, including income streams, cost structures, dependencies and risks.
- Assess sustainability, headroom and flexibility in relation to future ambitions and potential spatial options.
- Identify strengths, weaknesses and areas of opportunity, including audiences, participants or markets currently underserved.

2. Market Research and Stakeholder Engagement

- Design and lead a programme of market research to test assumptions and "sense-check" the current and potential future business model.
- Deliver consultant-led market research workshops in specific locations across West Yorkshire, engaging artists, participants, partners and wider stakeholders.
- Use participatory and inclusive methods to ensure a broad range of voices contribute to the process.
- Incorporate desk-based research, including footfall data and relevant local authority or sector statistics.

3. Strategic Advice and Options Development

- Synthesise findings from business analysis and market research into clear, evidence-based insights.
- Develop and present a range of future business model and financial options, identifying opportunities, risks and implications for space, programming and operations.
- Work with the Director and a sub-group of the Board to test and refine emerging options.

Outputs

The consultant will be expected to deliver:

- A clear appraisal of WYPW's current business model, including risks and opportunities.
- Evidence-based market research findings drawing on stakeholder engagement and local data.
- A Business Model and Financial Options Paper outlining viable future models, including risks, assumptions and areas for further development.
- A presentation / briefing session for the Director and a sub-group of the Board.
- Practical, constructive recommendations to inform WYPW's next phase of planning, including future funding applications to Arts Council England and the National Lottery Heritage Fund.

Person specification

We are looking for a consultant who can demonstrate:

Essential

- Significant experience as an arts or cultural consultant, with a strong track record in business modelling, organisational development or strategic planning.
- Strong knowledge of the visual arts sector, both within West Yorkshire and nationally, with a demonstrable understanding of artist studios, production facilities and/or participatory arts organisations.
- Experience of designing and leading market research and stakeholder consultation processes.
- Ability to analyse and challenge existing models constructively and propose realistic, creative alternatives.
- Strong facilitation skills and experience working with boards, senior leaders and diverse stakeholder groups.
- Excellent written and verbal communication skills, with the ability to translate complex analysis into clear, usable recommendations.
- Ability to manage time effectively and deliver work within agreed deadlines and budget.
- Commitment to inclusivity, diversity and confidentiality.

Desirable

- Proven experience of advising on projects supported by Arts Council England and/or The National Lottery Heritage Fund.
- Understanding of place-based cultural development and the role of arts organisations in supporting cultural ecology, community participation and inclusive growth.
- Familiarity with issues around equity, access and under-representation in the cultural sector.

Fee
£5000 (inclusive of VAT).

This work is commissioned as part of the BluePRINT project which is funded by The National Lottery Heritage Fund.

Timings
The consultation is expected to run from April to June 2026, subject to availability.

Delivery will involve a mix of in-person and virtual sessions.

How to apply

To apply, please submit:

- A brief expression of interest outlining your relevant experience, approach and one example of a relevant or comparable project. Please also include an outline of how you would deliver the brief within the proposed timeframe.
- A short CV.

Applications should not exceed four sides of A4 paper in total.

Please send your application to Natalie Rudd, Director of West Yorkshire Print Workshop, natalie@wypw.org, by **9am on Monday 9 March 2026.**

We would be grateful if you could also complete the Equal Opportunities Monitoring Form and return it via separate cover to admin@wypw.org

Shortlisted applicants will be contacted during w/c 16 March.

For an informal conversation about this opportunity, please contact natalie@wypw.org