



## **Consultancy Brief**

**Consultant opportunity at Havering Museum Ltd, Romford, Essex  
RMI IJU**

**Strategic Review and Business Remodelling Project**

**Closing date 12:00 noon Thursday 26 May 2022**

### **Background to the work**

Havering Museum Ltd (HML) is an entirely volunteer led, local heritage community museum, in Romford, North East London:

<http://www.haveringmuseum.org.uk>

It is a registered independent charity with Accreditation Status.

The Museum opened to the public in 2010, and has been entirely volunteer led since 2012. It has a Board of eleven directors and over forty volunteers involved in a variety of areas from front of house to managing the collections and an exhibition programme.

Prior to the pandemic many areas within the business were thriving, including the events programme and room hire. Since reopening in July 2021 these areas are showing signs of recovery. However, the imminent departure of key individuals and ongoing resourcing issues pose a significant challenge to the sustainability of the business.

The Museum has a lease agreement with Havering council whereby it pays no rent or business rates, but has responsibility for maintaining the premises and any costs associated. A move from the current premises (including another Council premises) has been discounted following talks with Havering Council as part of a Sustainability Review.

HML's main revenue streams are admissions (£3.00 adults, £2.50 Concessions, Children Free), event programme ticket sales, sponsorship for regular events (Reminiscence Group & Variety Club), room hire and school group visits. Prior to March 2020 the Museum met its Visitor Target of 7,500 with 7,718 visits in

the financial year 2019 - 20. The Museum's till generated income and sponsorship prior to the year 2019/20 was under £20,000.

HML is in receipt of a government grant which is aimed at future resilience following the pandemic. Therefore, the Board wishes to commission a consultant, who has a proven track record in working with small museums to improve their strategic and business planning and income generation capabilities.

### **The Brief**

HML are looking to appoint an experienced freelance consultant to undertake a Strategic Review of the Museum and produce a report which captures the current status and provides future business models.

The Museum has a set budget for the consultancy and will budget for between 15 – 20 days work.

### ***The review will be expected to cover:***

A complete analysis of the existing business model and recommendations for the future, including management structure.

Review of current financial structure and practices, and advice on how HML might more effectively integrate commercial and charitable aims.

Advice regarding new income streams.

Review of existing provision for engagement and learning and recommendations for future activities that will increase footfall and visitor engagement.

Identify potential grant funding opportunities.

Workforce skills needs analysis: to review HML's current people resource plan and provide pragmatic advice on existing skills, gaps and future needs. Including investigating areas for possible partnership working in volunteer recruitment.

### ***What we expect to achieve through this project:***

A realistic and achievable model for HML's future operation and management structure along with a fully costed action / business plan to cover the short (1 year) medium (2 -3 years) and Long term 5 – 10 years).

We expect that the business plan will provide HML with clear and achievable goals for future delivery, including development of new income streams, enhanced audience engagement and effective marketing, which it is hoped will be implemented by a newly recruited museum manager (subject to HLF funding).

Please note that HML is a small charity with limited volunteer resources and any advice, future planning and support should reflect this.

## **Your Response**

Tenders for the consultancy should be sent by email to Dr Ian Browne:

Email: [info@haveringmuseum.org.uk](mailto:info@haveringmuseum.org.uk)

Post: 19 – 21 High Street, Romford, Essex RM1 1JU

### ***Those Submitting a tender for the consultancy should include the following information:***

Relevant skills, experience and qualifications, daily rates and current CV.

Details of approach to effectively delivering the project, including how the work completed will be done within an agreed timetable.

A breakdown of anticipated costs, giving an indication of all daily rates and overall time allocated.

Examples of two other similar consultancy projects and client contact details.

## **Expected Timeline**

Closing date for receipt of tender	Thursday 26 May
Completion of Assessment of applicants	Friday 3 June
Interviews	Wednesday 8 – Thursday 9 June
Notification of Decision	Monday 13 June
Commencement of Consultancy	Week Commencing Monday 20 June

## **Equal Opportunities**

HML is an equal opportunities organisation committed to providing access and opportunities to all regardless of age, gender, cultural or social background, sexual orientation, faith, language, location and wealth.

The Museum prides itself on providing a safe environment for visitors, staff, volunteers, freelancers and stake holders.