



## **Strategic Review and Opportunities Analysis - brief for consultant support**

Sheffield Museums is seeking a consultant with expertise in undertaking strategic reviews and business planning in the cultural sector to undertake a review of its service. The review will include current operations, processes, financial health and organisational culture and will consider how the museums can become more impactful and sustainable. The consultant will also undertake an organisational needs and civic opportunities analysis to identify areas of opportunity and challenge and ensure that Sheffield Museums delivers a service that aligns with local, regional and national public policy and meets the needs of a creative, healthy and prosperous city.

### **Who we are**

Sheffield Museums is the independent charity that operates six of the city's leading museums and heritage sites: Abbeydale Industrial Hamlet, Graves Gallery, Kelham Island Museum, Millennium Gallery, Shepherd Wheel Workshop and Weston Park Museum as well as an off-site collection store.

Established in 2021 through the merger of Museums Sheffield and Sheffield Industrial Museums Trust, the charity cares for the city's collections of art, human history and natural science, alongside the Guild of St George's John Ruskin collection and is home to the Ken Hawley Collection Trust's Hawley Tool Collection.

### **What we do**

Sheffield's museums are free at the point of entry and here for everyone. We manage a range of unique museums and heritage sites and deliver a vibrant creative programme that connects people from all walks of life with their history, the world around them and each other.

We work collaboratively with communities, organisations and artists to tell remarkable stories of Sheffield and its people, and to celebrate its reputation for excellence in craft, making and innovation. Together with local, regional and national partners, we showcase home-grown creative talent and bring outstanding cultural experiences to the city.

We welcome around 800,000 visitors annually across our sites and deliver the largest cultural programme for schools in the city.

### **What we need**

We are seeking an experienced consultant to undertake a strategic review of the service and its contribution to civic life, culturally, socially and economically.

The review should include an analysis of existing strengths and weaknesses, with areas for development and potential growth that are mapped against a needs analysis of the city we serve. We anticipate that this work will comprise a desk-based review, site visits and interviews with our team and key stakeholders.

### **Why are we doing this work now?**

We are at a pivotal point in the development of Sheffield Museums. We are about to reach our fifth anniversary and now is the time to take stock, review and look to the future. We have achieved much so far, with strong and positive relationships with our main funders Sheffield City Council and Arts Council England, three successful Lottery funded projects, a major award from the Ampersand Foundation, profitable commercial enterprises, growing visitor figures, a successful 150<sup>th</sup> anniversary fundraising campaign, and a well-received and broad ranging creative programme. However, like all our peers, we are operating in challenging times with limited financial resources.

This project is part of The National Lottery Heritage Fund supported *Defining a Decade* project. *Defining a Decade* will create an organisation wide strategic 10-year masterplan, agile delivery plans and a five-year business plan that all embed our purpose of enriching life in Sheffield, fulfil our mission of connecting people with the city's collections, and realise our vision of creating welcoming and inspiring museum experiences for everyone.

This project is the first phase of *Defining a Decade* and will provide independent foundational information and analysis.

### **Scope of the review**

The review will include current operations, processes, financial health and organisational culture and will consider how the museums can become more impactful and sustainable. A strategic needs and civic opportunities analysis will help identify areas of opportunity and challenge.

The consultant will be expected to,

- Analyse key organisational documents including our vision, mission and purpose, annual accounts, business plan and budgets, key policies and strategies.
- Identify the key areas where Sheffield Museums contributes positively to our city and explore opportunities to increase our impact.
- Articulate what our city requires from its museum service, now and in the future.

- Review our current financial position and mixed portfolio of income streams.
- Undertake a focused 360-degree assessment of the organisation to identify opportunities to strengthen our long-term sustainability.
- Conduct interviews with a range of team members and key stakeholders.
- Identify key areas of challenge and risk and potential vulnerability.
- Make comparisons with similar cultural sector organisations.
- Work with full confidentiality throughout.

## **Outcomes**

The expected outcomes of this work include improved internal and external understanding of the role and value of Sheffield Museums, clarity about what the city requires from its museum service and a set of clear recommendations for development that will support strategic decision-making and organisational learning and shape our priorities moving forward.

## **Outputs**

The primary output for this work will be a presentation and fully evidenced report of findings. The final report, agreed for factual accuracy with Sheffield Museums, should include a review of current operations, an overview of the city's strategic needs, and recommendations for how the museums can become more impactful and sustainable. Appendices should include detailed findings. The report will be an internal document shared only with Sheffield Museums' executive team and Trustees.

## **Reporting**

The Director of Programmes will lead the review for Sheffield Museums supported by the Chief Executive Officer and Director of Finance and Resources. The project will also involve Trustees, Heads of Service and Volunteering, School Learning and Public Programme managers. The consultant will report to the Director of Programmes and the Project Manager (Defining a Decade).

## **Experience required**

The consultant should demonstrate proven experience in,

- Strategic research and analysis
- Understanding key areas of information required
- Reviewing organisations and making useful and actionable recommendations
- Understanding public policy, locally, regionally and nationally
- Civic need analysis
- Undertaking consultations with organisational representatives and key stakeholders
- Advising cultural organisations on identifying priorities
- Interpreting data across sectors to evidence impact and need
- Communicating strategic analysis findings in a supportive and useful way
- Support teams to understand impact, potential and opportunity

The consultant should be able to travel between all Sheffield Museums sites and attend meetings in person and online.

### **Quotation requirements**

Your quote should include:

- An outline of your relevant experience and suitability for this work including 2 similar projects that you have delivered in the last 5 years (4-page limit).
- A plan for the work that demonstrates your approach to communication and effective working with internal stakeholders, and includes an outline methodology for the work, and a programme timeline (500-word limit).
- Your proposed fee based on the above scope, with a breakdown of costs.
- Contact details for two reference organisations where you have undertaken similar work in the last five years.
- Evidence of your insurance as follows:
  - Public Liability – minimum indemnity sum in respect of each and every event - £10 million
  - Employers Liability - minimum indemnity sum in respect of each and every event - £10 million
  - Professional Indemnity - minimum indemnity sum in respect of each and every event - £2 million

We anticipate that this work will take up to 24 days, and must be completed by the end of July 2026. Your fee should include an estimate for expenses and exclude VAT.

### **Contact Us**

If you have any questions please contact Pamela Cunningham-Hayes, Project Manager (Defining a Decade) [pamela.cunningham-hayes@sheffieldmuseums.org.uk](mailto:pamela.cunningham-hayes@sheffieldmuseums.org.uk)

### **Quotation submissions**

The deadline for quotation submissions is **midnight on Sunday 22nd March**. Please email your quote to [pamela.cunningham-hayes@sheffieldmuseums.org.uk](mailto:pamela.cunningham-hayes@sheffieldmuseums.org.uk) Interviews, if required, will be held on Thursday 26<sup>th</sup> March.