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## **Partnerships and Project Coordinator**

**Freelance contract for NLHF Rebuilding the Foundations: Gloucestershire's Museums**

**Contract value:** £14,400 inclusive of all expenses and excluding Valued Added Tax (VAT)

**Contract Duration:** June 2021 – early March 2022

**Contract management:** South West Museum Development, Bristol Cultural and Creative Industries, Bristol City Council

**Reporting to:** The project team

### **In Brief**

Rebuilding the Foundations: Gloucestershire's Museums focuses on securing a future for museums that is engaged, relevant and sustainable. It is a development journey for eight to ten participant museums to critically examine and improve their approaches to audience development and volunteer involvement.

This tender is for a freelance Partnerships and Projects Co-ordinator to co-ordinate the delivery for this NLHF-funded project alongside the South West Museum Development (SWMD) project team.

**The project page for Rebuilding the Foundations: Gloucestershire's Museums provides a full overview of the project. We advise tenderers to read this before applying.**

[southwestmuseums.org.uk/what-we-do/projects/rebuilding-the-foundations/](https://southwestmuseums.org.uk/what-we-do/projects/rebuilding-the-foundations/)

### **Client Background**

South West Museum Development is one of nine Arts Council England regional Museum Development providers in England. South West Museum Development supports over 200 museums in, and working towards, the national Arts Council Accreditation scheme to be sustainable, focused and resilient organisations. We work in partnership with museums across the region to secure increased investment for the development and delivery of museum services through skills, training, projects, grants and in-depth advice and support. We operate via a network of county-level Museum Development Officers and regionally-working Thematic Officers who provide specialist support in audience development, collections care, digital engagement and sustainable volunteering.

### **About the project**

Rebuilding the Foundations: Gloucestershire's Museums focuses on securing a future for museums that is engaged, relevant and sustainable. It is a development journey to empower eight to ten participant museums to build capacity, skills and confidence. These museums face fundamental challenges to their resilience which have been exacerbated and accelerated by Covid-19. Lack of audience diversity, over-reliance on an older volunteer workforce, dependence on the tourism market and a lack of fit-for-purpose systems to enable genuine widening of their audience and volunteering offers, have resulted in an increased distance between museums and their communities. This project will aid their recovery and increase their resilience by:

- developing the capacity of the volunteer workforce
- engaging with a broader audience who find themselves better reflected in the voluntary workforce,
- building expertise and confidence
- promoting the museums as unique parts of Gloucestershire's cultural landscape

- boosting successful cultural recovery by supporting the development of new practices in volunteering and audience development
- engaging with each other through peer networking, training and joint problem-solving

### **Participant Museums**

Participant museums include large Local Authority, Independent, and small Town Council museums, with a range of paid or voluntary workforces, reflecting the distribution of these challenges across Gloucestershire's museum ecology.

### **Overview – Project Team Structure**

The Partnerships and Projects Co-ordinator will report to the SWMD project team, which includes the Audience Development Officer; Sustainable Volunteering Officer; and the Museum Development Officer for Gloucestershire. They will also liaise closely with the freelance Evaluator for this project and specialist consultants (audiences and volunteering) and develop and deliver all activity against the project activity plan.

### **Overview – Project Timetable**

The project will begin in April 2021 and be completed by end of March 2022 with project co-ordination, evaluation and specialist support in audience development and volunteering, from 4 appointed consultants, scheduled to take place June 2021 – March 2022.

- **June 2021** - SWMD Sustainable Volunteering and Audience Development Officers present relevant information to 4 consultants contracted to work on this project on each museum, based on a diagnostic process with the museums.
- **July 2021** – Consultants hold initial meetings with each museum to begin expert support
- **Last week of July 2021** - Consultants each make recommendations and produce initial plans for each museum for in audience development; safeguarding; equality and diversity; succession planning and recruitment
- **October 2021** – 3 remote online workshops on audience development and volunteering themes (safeguarding, succession planning and recruitment) developed and delivered by the appointed consultants with support from South West Museum Development team. The fourth workshop, on equality and diversity will be provided by SWMD through its Museum Skills training programme
- **December 2021** - Consultants presented with museums' responses to recommendations on audience development and volunteering themes
- **January 2022** – Consultants prepare final plans for each museum, alongside final statements, policies and procedures, working to ensure that they are understood and owned organisationally
- **March 2022** – production of final reports and resources by evaluator and project team, public sharing event and internal project learning meeting; project reporting to NLHF

### **Overview - Project Outputs**

At the close of the project each participant museum will receive an audience development plan; an equality and diversity plan and statements; strategies for volunteer succession planning and recruitment; and safeguarding policies and procedures, with recommendations from the relevant consultants on how to implement these for each museum. An evaluation report and a project film will share project learning and impact.

### **Contract objectives**

The following activities are required to be undertaken to support of the delivery of this NLHF funded project:

1. Working in partnership with the SWMD project team to ensure effective and efficient implementation of project activity, progressing and steering the development and delivery as necessary.
2. Consolidating project activity and reporting on project progress with the SWMD project team through regular project group meetings (minimum 1x per month) during the 11 months of the project.

3. Working with the SWMD project team to produce regular update reports to NLHF using their reporting templates.
4. Working with the SWMD project team to manage contracts with consultants recruited to provide specialist support, and to help guide the delivery of their project activity
5. Supporting the Audience Development Officer and external Evaluator to implement project evaluation and to support museums to understand its necessity and how they can contribute.
6. Working with the SWMD project team to develop and deliver peer learning and training events, including taking the lead on communication - encouraging and enabling museum participation - and leading on event planning and management.
7. Support the participant museums to create a peer network, supporting relationship and confidence building and liaising with the Museum Development Officer to create appropriate mentoring opportunities, and to ensure that the project activity is on track with and meeting the needs of the participant museums.
8. Liaise with Gloucestershire VCS Alliance to understand emerging volunteering strategy for Gloucestershire and the recommendation for development of a county-wide demand-led volunteering app within it. Alongside this, review the impact of Engage with Gloucester, the volunteering portal operated by Gloucester Culture Trust in 2018-20, making recommendations on its future potential use and how either approach could support museum volunteering.
9. Represent the project in building relationships with local partner organisations; including identifying relevant organisations for museums to connect with, initiating those partnerships, advocating for the museum sector, and identifying opportunities for future working and/or collaboration beyond the life of the project, in line with museums' project outcomes.
10. Manage operational aspects, including administrative and communications tasks with support from SWMD administration and project management colleagues.
11. Work with the SWMD project team to coordinate project outputs, including sharing day, resource and final reports providing support with development, design and delivery.

#### **Person Specification**

1. Expertise in developing, planning and delivering successful projects within a museum, heritage or cultural sector environment.
2. Effective interpersonal skills and demonstrable experience of successfully working with volunteers and delivering effective projects with a volunteer workforce.
3. Experience of effective partnership working, and a good understanding in engaging with and supporting cultural organisations to build relationships with communities.
4. Proven experience and commitment to the value, development and delivery of project evaluation.
5. Experience in delivering grant funded project activities and reporting processes for funders

#### **Application process and Fee**

The contract is for 9 months from June 2021. The fee, including travel and expenses (excluding VAT), is **£14,400**. The appointed contractor is responsible for paying their own income tax and National Insurance contributions.

The Consultant should quote a fixed price quote, identifying separately fees, travel and other expenses. A full fee breakdown, including day rates of all personnel involved should be included in your proposal.

## Application

Proposals are invited from individuals or consultancies with:

Essential criteria

- A proven track record of project co-ordination
- A proven track record of successful partnership initiation and partnership working
- An understanding of resilience and sustainability in museums
- An understanding of the issues facing regional, primarily rural museums

Desirable criteria

- Some experience of complex/multifaceted project co-ordination
- Experience of co-ordination of externally-funded projects
- Experience of stakeholder management

Tenderers should submit a fully costed proposal by **email FAO Rebuilding the Foundations Project Team, South West Museum Development at [museum.development@bristol.gov.uk](mailto:museum.development@bristol.gov.uk)** no later than **5pm on Wednesday 12<sup>th</sup> May.**

Proposals should include:

- Evidence of relevant experience
- An outline of your proposed approach to this role (max. 1000 words)
- Referees

We will shortlist against the published criteria by 5pm on Friday 14<sup>th</sup> May, **interview between Wednesday 19<sup>th</sup> and Friday 21<sup>st</sup> May** and all applicants will be notified of the outcome of their application on Monday 24<sup>th</sup> May.

If you have any questions please contact the Project Team at [museum.development@bristol.gov.uk](mailto:museum.development@bristol.gov.uk)