

## **Brief for consultancy: Market appraisal and audience projections**

The East End Women's Museum (EEWM) is looking to appoint a consultant/consultant team to undertake work to research and advise on its audience market potential and projected visitor figures.

### **Background to the work**

EEWM is a small museum dedicated to the powerful stories and diverse voices of women of east London, established in 2015. It has a social justice mission, and is committed to challenging gender inequalities and stereotypes, and supporting women and girls to share their own stories and find their civic voice. It has operated as a pop-up for five years, collaborating with charitable and cultural partners and community researchers and participants to research, record, share and celebrate women's stories, through oral histories, temporary exhibitions, schools workshops, events and online content; reaching around 3,000 people per year. Further details about EEWM's history, plans, aims and values can be found [here](#).

EEWM is now undertaking a capital project that will see it open as a building in late 2021 in Barking town centre. It will be a permanent home for our work, and affords significant opportunities to further connect with local communities, offer new programmes, and increase the scale and impact of our work. It will be the only dedicated women's museum in England.

Nevertheless, once the building is open, onsite programmes will remain only one facet of EEWM's output; it will continue to deliver activities offsite around east London, such as in schools, community spaces, libraries, other museums and local festivals. It will also continue to share women's stories online.

Initial target audiences for the museum are outlined below (noting that we recognise intersections between these groups):

1. Local residents, particularly school and family groups
2. Local community groups, including people who might be marginalised or underrepresented in museums (e.g. women at risk, mental health service users, ethnic and cultural heritage groups)
3. People in London with interests in women's history, local history and/or gender equality
4. People across the UK and worldwide with these interests
5. Researchers

'Local' to us means residents of the seven east London boroughs (Barking and Dagenham, Hackney, Havering, Newham, Redbridge, Tower Hamlets, Waltham Forest); with particular emphasis on Barking and Dagenham (location of the new building) and Newham (close to the new building).

There has been initial audience consultation with around 2,000 people to ascertain interest in and feedback on the new building. This was conducted through an online survey and

face-to-face discussion (mainly general public adult audiences), plus workshops with schools and community groups.

EEWM currently has a small staff team of a (p/t) Museum Director, who is supported by an experienced Board of Trustees and around 40 volunteers, including a Steering Group of 12 local women who help connect us to diverse communities and hold us to account. It has operated since 2017 as a Community Interest Company (CIC), but has recently set up as a Charitable Incorporated Organisation (CIO), which better reflects its values and can unlock new funding streams.

This is a critical moment for EEWM, as it moves to be building-based, with increased opportunity to engage audiences, as well as increased staffing and overhead costs this will demand. We want to ensure we head into this phase as a robust and resilient organisation, committed to and sustainable in the long-term, including having stronger, evidence-based projections around audience numbers. We are acutely aware that this is happening at a time of global uncertainty which makes this need to strengthen the museum even more important.

EEWM is currently working on a wide-ranging business planning process which includes articulating its vision, mission, values and 4-year goals and undertaking a SWOT and PESTLE analysis. We expect the piece of work described in this brief to fully align, seeing it as a key next step in creating a comprehensive and robust business plan.

### **The brief**

EEWM will appoint an external consultant/consultant team to support the organisation at this crucial time of organisational development. They will analyse the museum's market potential with regards attracting visitors to the new site and engaging audiences offsite, and put forward robust audience projections for the first 4 years from opening. Please note we are relatively confident in our online audience projections, so this brief will focus on live/face-to-face audiences; though we recognise there is connection between the two.

**Please note that EEWM is simultaneously appointing a consultant/consultant team to making recommendations about its business model and fundraising strategy. These pieces of work are designed to inform one another. Consultants will be expected to work closely together. Bidders are welcome to apply for one or both of these briefs.**

The consultant is expected to:

- Understand EEWM's priority audience groups and take into account their needs, behaviours, tastes and preferences throughout the appraisal
- Review EEWM's current top-level visitor projections, previous audience figures, audience consultation findings and long-term people resource plan
- Conduct research into EEWM's potential market of visitors to the new site and audiences offsite, including formal and informal learning groups as well as the general public. This is likely to include a local market review, audience research, and sector benchmarking
- Take into consideration variables resulting from risk factors including but not only Covid-19; planning for more cautious and more optimistic scenarios

- Report findings and audience projections to the Museum Director and Board, providing robust, objective evidence upon which future audience development plans and financial projections can be based
- Make recommendations for the key actions and indicative timeline for implementation, and investment and people resource that EEWM should make in order to realise these projections
- Liaise with the Museum Director, Board and other Consultant to ensure plans and recommendations align
- Work within current government guidelines (it is expected that meetings with the staff team will be remote)

## Deliverables

- Written report of detailed market appraisal and audience projections 2021-25, to include:
  - Visitor number projections with sensitivity analysis, on and offsite
  - Rationale
  - Action plan and timeline for implementation
  - Investment and people resource needed
- Presentation and Q&A with the Museum Director and Board

## What we are looking for

We are seeking a consultant/consultant team with demonstrable experience researching, analysing and reporting around market potential and audience projections. They would be expected to have extensive knowledge of audiences for museums/participatory arts activity, across schools, family, youth and adult audiences. They should have an understanding of the diversity of east London audiences, including experience working with Black, Asian and minority ethnic communities. Particular knowledge of the audiences local to the new site in Barking town centre would be an advantage.

Appointees will share EEWM's values, being committed to a collaborative, inclusive and intersectional approach. They will have excellent communication skills, with the ability to articulate ideas clearly and with an eye for detail. They will work effectively with staff, stakeholders and other consultants.

## Expected timeline

Closing date for applications	Sunday 23rd August, 11.59pm
Interviews	w/c 24th August
Contract commences and work to begin	w/c 31st August
First draft of report	w/c 12th October
Presentation of recommendations to Museum	w/c 19th October

Director and Trustees; discussion/finalising of conclusions and recommendations	
Final report	w/c 26th October

## Budget

The maximum budget for this work is £4,200, inclusive of VAT and all expenses. Value for money will be taken into account within the selection process.

## Application process

Interested applicants should send the following to Rachel Crossley, Museum Director, on [rachel@eastendwomensmuseum.org](mailto:rachel@eastendwomensmuseum.org) **by 11.59pm on Sunday 23rd August.**

- Summary of relevant experience, including strong examples of comparable work within the last five years (no more than two pages A4)
- Proposed methodology to meet the requirements of the brief (no more than four pages A4)
- Fee breakdown, including VAT and expenses; including the number of days you would be working on the brief
- CVs of all consultants working on the brief
- Details of two referees for whom you have done similar work

Since EEWM is simultaneously appointing a consultant to make recommendations on its business model and fundraising strategy, bidders are welcome to apply for both briefs, if they have the required experience for both pieces of work (individually or as a team).

Please direct any questions on this brief to [rachel@eastendwomensmuseum.org](mailto:rachel@eastendwomensmuseum.org).