



Brief for consultancy: Business model and fundraising strategy

The East End Women's Museum (EEWM) is looking to appoint a consultant/consultant team to undertake work to research and make recommendations about its future business model and fundraising strategy.

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.

In its five-year history, EEWM has mainly been financially supported by project funding from National Lottery Heritage Fund and seed funding from the local council, London Borough of Barking and Dagenham, with small additional contributions from a crowdfunder, online donations, other trusts and foundations, and fees for giving talks.

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 staffing and overhead costs. We want to ensure we head into this phase as a robust and resilient organisation, committed to and sustainable in the long term. 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. We know we need to increase the diversity and level of our revenue funding streams.

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 produce recommendations for the Museum Director and Board for a long-term (2021-25) business model and fundraising strategy. We are relatively confident in our capital fundraising approach, having secured 50% of the target so far. There is a need for particular focus on our revenue funding, though we recognise the need for synergy with the capital campaign.

Please note that EEWM is simultaneously appointing a consultant/consultant team to analyse its audience market potential and visitor projections. 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:

- Review EEWM's current business model, revenue fundraising strategy and long-term people resource plan (which are all top-level and now somewhat outdated)
- Conduct options analysis on potential business models and fundraising strategies, which would enable EEWM to deliver its scaled-up programme ambitions and run the new site; in a way that is appropriate to EEWM's context and values, and adheres to its ethical fundraising policy
- Consider new sources of income for EEWM and conduct cost-benefit analysis related to resource capacity and likelihood of accessing the income
- Take into consideration variables resulting from risk factors including but not only Covid-19; planning for more cautious and more optimistic scenarios
- Make recommendations for the case for support, actions and timeline for implementation, and investment and people resource that EEWM should make in order to realise the proposed approach
- 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

The consultant will deliver (but not be limited to) the following:

- Written report making detailed recommendations on EEWM business model and

fundraising strategy 2021-25, to include:

- Recommended approach
- Financial projections with sensitivity analysis
- Case for support
- Action plan and timeline for implementation
- Investment and people resource needed
- Presentation and discussion with the Museum Director and Board

What we are looking for

We are seeking a consultant/consultant team with demonstrable experience of researching, analysing, making recommendations and reporting around business models and revenue fundraising strategies. They would be expected to have extensive knowledge of a wide range of earned and contributed income streams and their pros and cons. They should have worked with small charities, preferably those in the arts and culture sector.

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 Director and Trustees; discussion/finalising of approach	w/c 19th October
Final report	w/c 26th October

Budget

The maximum budget for this work is £5,600, 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 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 review its market potential and visitor projections, 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.