

**Application pack for Transformation Consultant**

**Derby Museums May 2025**

**Issue Date: 28 May 2025**

**Return Date: 27 June 2025**

**Tender No. DM/TC2025**

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**Derby Museum is looking for a Transformation Consultant to work alongside the executive director and leadership teams, to support its long-term resilience.**

**Background**

Over the last decade, Derby Museums has chalked up significant successes, but it now faces existential challenges. The external economic, social and political environment have changed dramatically. Ten years of austerity have made the organisation vulnerable to large reductions in public funding. In the more immediate term high levels of inflation and an energy crisis have increased costs at a time when income has reduced.

A full business review was carried out during 2023-24 by Barker Langham which outlined a potential roadmap for resilience, although this did rely on additional funding of around £1.5m over three years (£400,000 has been achieve in years one 2024-25)

The current financial model and thus the shape, size and scale of the organisation cannot be sustained without change. It will not be able to perform obligations under the current partnership agreement with Derby City Council nor will it be able to deliver its commitments as out lined in its Arts Council NPO agreement.

The financial precarity of the organisation has alarmed Arts Council England who commissioned a review by Susan Royce published in late 2024. This report doubted that Derby Museums would be able to function as it has done under its current funding arrangements and suggested drastic action be taken to reduce expenditure. She acknowledged that this would be ‘sub optimal’, however plans were drawn up for a restructure which would have resulted in the closure of one museum site, the partial closure of another and the redundancy of up to 20 people.

Fortunately, thanks to funding from Garfield Weston Foundation the immediate shortfall was alleviated. Moreover the Museum Renewal Fund offers further opportunity to reduce the deficit during 2025-26. This will buy the organisation time to make changes in a range of areas which must include further efficiencies, more fundraising and earned income and a reset of the relationship with the main stakeholders.

**What is needed**

Much thought and research has already taken place of how to work towards sustainability within a reduced funding framework. There has been much wishful thinking from stakeholders as to how that might be achieved thorough the adoption of a ‘new business model’. We require a realistic and practical advisor to support the executive director arrive at a solution and implement any change.

Building on recommendations made by the two previous reviews the Transformation Advisor should work with the Museum’s leadership in the following areas to assess the suitability of current arrangements and support the implementation of changes in the following areas

1 The current operational model

* Financial Strategy
* Staffing Structure of Derby Museums
* Business Admin and Systems

2 Resetting relationship with stakeholders and Legal arrangements with Derby City Council

3 Profitability of Derby Museums Enterprises

4 Any other strategic action which might lead to more resilience such as a merger with another organisation

**What kind of advisor are we looking for**

Aside from the assessment of the areas noted above, the individual(s) to work alongside the executive director in an advisory and coaching role. They should:

* Be experienced in the museum or cultural sector and charity sector and have a track record of leading change
* Have a deep understanding of commercialism and business leadership
* Understand the strategic context of emerging ‘combined strategic authorities’, local government reorganisation and Arts Council England review
* Understand and advice legal issues regarding relationship between Local Authorities and arms-length bodies and charitable trusts.
* Be able to build on the studies already carried out by Barker Langham and Susan Royce
* Be realistic and practical in approach, be supportive but be tough and ready to challenge
* Resist ‘magical thinking’ and be prepared ‘to tell home truths’
* Spend time on site getting to know the museums, collections and the city of Derby
* Understanding of a museum’s collections and other asset management issues.

**Deliverables**

The consultant will provide Derby Museums with guidance for its future sustainability and success whilst it operates in a time of disruption and rapidly decreasing public funding.

You will be required to produce an initial draft (high level) report and a comprehensive final report and action plan (in accordance with the Timetable) that addresses how Derby Museums can achieve the overall aim mentioned above.

You will provide advice and coaching to the Executive Director in how to implement these plans throughout the contract. You will also present your thinking to Trustees during the commission.

**Timescales.**

The work and report will be concluded no later than 31 December 2025

The maximum value of the contract is £35,000 this excludes VAT, but includes all expenses.

The commission will be managed by Tony Butler Executive Director of Derby Museums who will provide the appointed consultant with relevant additional information at the start of the contract.

# **Submission of Quotation**

Please submit a CV (no more than 4 pages) and a summary of relevant experience (max 4 pages). In addition you may provide examples of no more than 2 previous and relevant projects.

Quotations and any queries, should be emailed to: Tony Butler, Executive Director tonyb@derbymuseums.org 01332 641907 and in the subject field be labelled **Derby Museums Transformation Advisor**

Quotations should be received no later than **5pm 27 June 2025**

The commission will be managed by Tony Butler Executive Director of Derby Museums who will provide the appointed consultant with relevant additional information at the start of the contract.

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| Deadline for Submissions | 5pm 27 June 2025 |
| Notification of selection for interview | By 8 July 2025 |
| Interviews | 17 July 2025 |
| Notification of successful individual(s)  | By 19 July 2025 |
| Appointed supplier to start work | 1 August 2025 |
| Initial Draft (high level) report | 31 October 2025 |
| Final Report submitted by | 31 December 2025 |

This commission is Funded by the National Lottery Heritage Fund

