



The Hockey Museum - Consultants Brief

Business Planning Consultant

OVERVIEW

The Hockey Museum exists to preserve, share and celebrate the rich heritage and history of the sport, both in Britain and around the world. The museum has a collection of archives, artefacts and memorabilia, which are made available to the public through the museum's website, displays, and newsletter.

The museum does not focus solely on international hockey, but on all levels of the game. Since 2011, the museum built a knowledge base of all English clubs and their histories.

The Hockey Museum is recruiting for a consultant to undertake a Governance Review and to create a Governance Handbook as part of a Resilient Heritage project to make the museum more sustainable.

Based in Woking, the museum is currently in the middle of negotiating a long-term lease with Woking Borough Council for new larger premises. These premises are likely to be available to early in 2020.

The prospect for a relocation for the museum, and the changing economic climate, has prompted the museum to seek to be more resilient, and requires a full organisational review.

VISION

The Hockey Museum aims to preserve, share and celebrate the rich heritage and history of the sport of hockey, not only in Britain where the modern game started, but also from all round the world.

MISSION

The mission of The Hockey Museum is to preserve and present all aspects of the history of hockey for the education and enjoyment of the hockey family and general public.

The Vision has been translated into five key strategic aims as follows:

1. The world's leading Hockey Museum and Archive
 - Take lead on behalf of International Federation (FIH) for preserving hockey's worldwide heritage
 - Lead project to produce authoritative history of hockey
 - Develop partnership with Olympic Museum
 - Develop a database of international match and player record
2. Sharing hockey's heritage
 - Run an educational programme
 - Develop website and other social media links to hockey family and others
 - Organise regular exhibitions and Open days
3. Fully functioning Museum and Archive
 - Achieve Museum Accreditation (achieved 2018)
 - Employ a curator and archivist
 - Fully implement Modes
 - Implement robust IT platform
4. Sustainability
 - Secure long-term home for THM (under negotiation)
 - Governance and development of professional staff
 - Develop new income streams
5. Bring hockey's history to life
 - Oral histories project
 - Digitise magazines and photographs
 - Digitise old cine films
 - Digitise England/GB player and match records
 - Run an active programme of research

BACKGROUND & HISTORY

Hockey and hockey heritage are areas of growing national and international interest. The Hockey Museum is the only museum dedicated to the sport in the world. There are collections of hockey artifacts and hockey archives around the world, but many of these are either held in private collections, membership associations, individual clubs, or in larger sporting collections of heritage venues.

There has historically been a misconception that objects relating to sporting collections are of lesser value to more traditional or "higher" art forms. This, however, is untrue. Hockey collections not only reveal more about how the sport was played, but they also reveal more in-depth contextual information about society at that time, such as the political and economic events taking place, or developments in technology, fashion, photography, art and film. These

collections tell the personal stories of hockey players and teams, and how the sport shaped their individual and collective lives.

The Hockey Museum in its present state was formed in 2011. Prior to this, various collections had been held in different locations but nothing centrally, though the Stadium at Milton Keynes had display cabinets etc. Since its formal formation it has grown exponentially once word spread that a central repository was available for collectors to gift or loan their collections. In addition, the enthusiasm of the core group of volunteers that have driven the project in its first formal decade encouraged more and more to step forward to assist in its growth.

Major exhibitions at International Tournaments held in London's Olympic legacy facility, most notably at the European Championships in 2015 and the Women's World Cup in August 2018 have seen many thousands of visitors view the wide variety of items on display.

The Museum now has about 1000 individual collections (increasing daily) with an estimated 75-80,000 archives/objects held.

Support from England Hockey, the FIH (both financial and administrative) and from Woking Borough Council (3 different and increasingly big premises) has enabled the professionalism to increase rapidly with full Museum Accreditation being awarded in 2018.

DEVELOPING RESILIENCE

The ***“Shooting for the Goal: Ensuring a sustainable future for The Hockey Museum”*** resilience project will focus on reviewing the future sustainability of The Hockey Museum which is now in need of new permanent premises. With this major development in front of us and our recent move to CIO status, it is an opportune time for the Board and key volunteers to develop skills and undertake training as well as to work with professionals to improve our forward-planning, explore options and delve into the feasibility of the final preferred future path.

The Museum is heavily reliant on two main funders, England Hockey and the FIH, and must look at building its economic resilience and establish a stronger foothold with wider audiences, not just the hockey enthusiast community. It has recently launched a 'Friends' Scheme the early signs of which are encouraging in terms of financial donations.

Therefore, the three primary outcomes for the Resilience project will be to identify:

- How the Museum can increase our annual audiences to 20,000 per year, up from 10,000 (est 2018 with visits to the 2018 World Cup exhibition) and engage future generations with the sport and its inspirational history and encourage new audiences to take up the sport, improving the health and well-being of new audiences as a result;
- How the Museum can be financially and organisationally sustainable in the future, even if current funding is cut;

- How the Museum can train and equip its trustees, staff and key volunteers to be more resilient, provide the best possible service for stakeholders, and support the team to meet the outcomes outlined above.

To this end our project will deliver the following key areas:

Governance Review:

- Governance Review
- Governance Handbook

Business Planning:

- Commercial and Contributory Income Review
- Business Plan and Financial Model

Audience Development:

- Audience Research
- Audience Development Plan

Skills Building & Training:

- Skills Workshops

DELIVERABLES

Brief 1: Income Generation and Contributory Income Review

Whilst the Museum has a good understanding of its current income streams and their inherent strengths and weaknesses, a detailed options appraisal and feasibility study is required on potential income streams and the costs, in terms of effort, time and financial resource, which will be required to develop these streams. It is anticipated that the outputs of this review would be:

- Comparison studies of other similar Museums and / or visitor attractions, both in UK and abroad
- A long list of income generating options - such as catering, events, retail, and visitor-driven income - for presentation to the Trustees with a thorough analysis
- A short list of income generating options that will form the basis of the Museum's 10 Year Business Plan
- An assumptions paper outlining sensitivities around the shortlisted income streams and risk mitigation recommendations

Budget: up to £9,500 +VAT (a portion of this might be used to backfill staff costs if they are involved)

Brief 2: 10 Year Business Plan & Financial Model

This Business Plan will be the cornerstone of how the Museum will move from at risk to sustainable as an organisation.

This should include any major projects required to deliver the new Business Model. The plan should encapsulate all the learning and guidance developed through the Resilience Project, referencing and integrating the work on audience development and commercial activities.

Budget: up to £9,500 +VAT (a portion of this might be used to backfill staff costs if they are involved)

EXPERIENCE REQUIRED

The successful consultant(s) will have extensive experience in business planning, particularly for heritage, and an understanding of the risks and issues relating to museums. Senior level heritage attraction experience is essential.

The consultants must have demonstrable experience developing sustainable income generation strategies and supporting in-house staff and trustees to roll out these plans.

Experience developing HLF Business Plans and mentoring would also be desirable.

The consultant must also have the skills and resources necessary to complete the work, and agree to work within the timeframe stipulated.

Evidence of all insurances (Employers' Liability, Public Liability, Professional Indemnity, Contents cover etc) will be requested before proceeding further.

HOW TO RESPOND TO THE TENDER

The following information must be included with your tender:

- **Proposed methodology:** an outline plan for the work including key elements and benefits of the methodology proposed
- **Costs:** a breakdown of estimated costs for each element of the contract
- **Experience:** details of previous projects relevant to the current one in terms of scope, size and context; and curriculum vitae(s) of relevant staff to be employed in performing this contract.
- **Delivery:** details of any proposed third party suppliers/contractors; and proposed quality control management of these suppliers
- **Referees:** details of two referees
- **Timescale:** a timetable for delivery of the work

TIMESCALES

- Tender brief released: 14th January 2019
- Final date for queries to client: 28th January 2019
- Submission deadline: 11th February 2019
- Shortlist announced: 18th February 2019
- Interviews: w/c 25th February 2019
- Appointment of Consultants and contract exchange: w/c 4th March 2019

BUDGET DETAILS

The total budget available for this piece of work is up to £19,000 + VAT (see points above).

Payments will be made on a quarterly basis in arrears, according to an agreed schedule of deliverables.

Contract Period

11th March to 31st July 2019

Contact Details

For further information, and to apply, please contact Philip Kimberley OBE (Trustee) on philip.kimberley@hockeymuseum.net