



Sheffield Museums Trust

Operational Review - brief for consultant support

Sheffield Museums is seeking an experienced operations consultant to support the Head of Operations to review the current operating mode and support the development of a new operational delivery plan. We expect the review to include the site management team and the front of house team with a focus on rotas, people management, team culture, communication, organisational awareness and customer service.

Operational Review

The Operations team are responsible for the safe, secure, efficient and sustainable operation of multi-site buildings, facilities and services and for delivering a high quality, welcoming and informative visit for audiences.

We are seeking an experienced operations consultant who will support the Head of Operations to review current operations with a focus on operational procedures and day to day site management practices, staffing and supervision, team management and communication, customer service and visitor experience.

The review should identify actions to improve support systems, embed and sustain good practice, foster clearer communication, and build a holistic, collaborative team culture. The consultant will bring critical analysis and challenge, as well as fresh insights and perspectives to highlight strengths, pinpoint areas for improvement, and recommend actions to support the team.

The Head of Operations will lead the review supported by members of the site management team and the front of house team. The consultant will report directly to the Head of Operations on a day-to-day basis and report to the Director of Finance on a weekly basis. Liaison with other members of the team is required on all aspects of the work.

The consultant will be expected to support the development of a comprehensive delivery plan, which includes,

- Organisational Structure – Action to review the current site management and front-of-house team structure to ensure operations are safe, compliant with all relevant museum and galleries sector standards, and aligned to best practice in visitor experience, safeguarding, and risk management.
- Operational improvements - Actions to strengthen day to day site management practices and enhance operational procedures such as visitor number capture, record keeping, etc
- Workforce Development - Actions to improve staffing structures, supervision, team management, rota patterns and internal communication
- Customer and visitor experience – Initiatives to enhance customer service standards and improve visitor engagement.

- Team Culture - Actions to support a healthy, collaborative and proactive team environment with a can-do team culture that focused on shared goals, team building, and maximising commercial opportunities in retail and donations.
- Rota management – a review of the current rota, and where appropriate, proposals for refinement, enhancement and/or new approaches.
- Training and skills – Identification of training needs and peer support opportunities for both site management and the front of house teams, with specific recommendations for customer service, retail up selling and donation growth.
- Engagement and feedback – coordination of front-of-house teams through workshops and structured feedback sessions.

Experience required

The consultant should demonstrate proven experience in;

- Leading and managing front of house teams within museums, heritage sites, or similar visitor-focused environments
- Developing and implementing effective plans, policies, and procedures to support a high-quality front- of house service
- Designing, implementing and managing staff rotas to optimise resources and service delivery.
- Establishing and sustaining clear, effective communication channels within teams and across departments.
- Leading and supporting change management initiatives to improve organisational effectiveness and staff engagement.
- Managing projects, including programme planning, budgets and team coordination.

The consultant should be able to travel between all Sheffield Museums sites and attend meetings in person and online.

Quotation requirements

Your quote should include:

- An outline of your relevant experience and suitability for this work including 2 similar projects that you have delivered in the last 5 years (4-page limit).
- A plan for the work that demonstrates your approach to communication and effective working with the team, and includes an outline methodology for the work, and a programme timeline (500-word limit).
- Your proposed fee based on the above scope, with a breakdown of costs.
- Contact details for three reference organisations where you have undertaken similar work in the last three years.
- Evidence of your insurance as follows:
 - Public Liability – minimum indemnity sum in respect of each and every event - £10 million
 - Employers Liability - minimum indemnity sum in respect of each and every event - £10 million
 - Professional Indemnity - minimum indemnity sum in respect of each and every event - £2 million

We anticipate that this work will cost between £8,000-£10,000 and will be completed within 8 weeks of appointment, or by 31 January 2026. The fee includes expenses and excludes VAT.

The deadline for quotation submissions is midday on 13th October 2025.

Contact Us

Quotes and questions should be sent to:

Rob Hadfield, Head of Operations, rob.hadfield@sheffieldmuseums.org.uk

About Sheffield Museums

Sheffield Museums is the independent charity that operates six of the city's leading museums and heritage sites: Abbeydale Industrial Hamlet, Graves Gallery, Kelham Island Museum, Millennium Gallery, Shepherd Wheel Workshop and Weston Park Museum.

Established in 2021, the charity cares for the city's collections of art, archaeology, social and industrial history, and natural science, alongside the Guild of St George's John Ruskin collection and is home to the Ken Hawley Collection Trust's Hawley Tool Collection. We work with our communities to tell remarkable stories of Sheffield and its people, and celebrate its reputation for excellence in craft, making and innovation. Together with local, regional and national partners, we showcase home-grown creative talent and bring outstanding cultural experiences to the city. <https://www.sheffieldmuseums.org.uk/>

About Sheffield Museums Operations

The Operations Team comprises,

- Head of Operations (1 X FTE)
- Facilities & Safety Manager (1 x FTE)
- Site Manager – Abbeydale Industrial Hamlet and Kelham Island Museum (1 x FTE)
- Site Manager – Millennium Gallery and Graves Gallery (1 x FTE)
- Site Manager – Weston Park Museum (1 x FTE)
- Assistant Site Managers – 7 people cross sites (5.54 FTE)
- Visitor Fundraising Manager – cross sites (1 x FTE)
- Visitor Fundraisers – cross site, 8 people (5.14 FTE)
- 13 Visitor Assistants (9.54 FTE) cross site plus Casual Visitor Assistants

The Conservation Engineering Team retain responsibility for the weekend opening of Shepherd Wheel in liaison with Friends of Porter Valley.

Retail

The Retail Team report to the Director of Finance & Resources and should be included in this review,

- Retail Manager – cross sites (1 x FTE)
- Buying & Merchandising Manager – cross sites (0.86 FTE)
- Handmade Retail Officer (0.4 FTE)
- Retail Assistants – cross sites 9 people (4.06 FTE)

Hospitality

Hospitality and events Team report to the Director of Finance and Resources however are not included in this review.

Hospitality and Events are coordinated and delivered in house by,

- Hospitality & Events Manager (1 x FTE)
- Events Coordinators cross site 3 people (3 FTE)
- Public Programmes Manager (1 x FTE)
- Public Programmes Coordinators (2 x FTE)
- Casual Hospitality Assistants

The cafes at Kelham Island, Abbeydale Industrial Hamlet, Millennium Gallery and Weston Park Museum are operated by franchisees. The franchisees and their employees are not part of this review.

Visitor numbers:

Site	24/25	25/26 Q1-2
Total	767,978	172,593
Graves Gallery	42,776	5,828
Abbeydale Industrial Hamlet	8,558	3,526
Kelham Island Museum	48,932	10,859
Millennium Gallery	478,249	100,930
Shepherd Wheel Workshop	16,181	2,240
Weston Park Museum	173,283	49,210