

**The Fitzwilliam Museum wishes to appoint a freelance consultant to review and make recommendations for a range of business critical roles to support its day-to-day operations and commercial events growth.**

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## **Consultancy brief**

**Consultancy timeframe:** to start asap in January and conclude by end of February.

**Freelance contract terms:** £10,000, based on c. 20 days. This will include some onsite days at the Museum in Cambridge.

**Consultant skills, knowledge and experience:**

- a working knowledge of cultural venues and the types of roles and working arrangements covered below
- good interpersonal skills to carry out face-to-face and online interviews with sensitivity and discretion
- analytical and report writing skills
- sector knowledge and ability to benchmark for sector trends and good practice
- track record of delivery on time and in budget
- it will be an advantage, although not essential, to have knowledge of the Cambridge cultural sector and the University.

## **Tendering for the brief**

Please submit a two-page tender outlining your suitability for the role, relevant skills and experience and two referees whom we can contact. The tender document should indicate your availability and contact details. Completed tenders are due by 10am Monday 12<sup>th</sup> January 2026.

For tender submissions and queries about the brief, please contact: Lucy Perman, Chief Operating Officer, Fitzwilliam Museum on [lp672@cam.ac.uk](mailto:lp672@cam.ac.uk)

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## **Areas of focus and deliverables**

### **1. Duty Managers:**

*Our Duty Managers carry out an essential role with responsibility for all aspects of the Museum's operations including acting as a point person for issues that arise and ensuring the safety and satisfaction of visitors. We wish to refresh our Duty Manager job spec, recruit more Duty Managers to the team and ensure parity of pay and conditions. To include the following tasks and deliverables:*

- Update job description and person specification.
- Recommended standardised pay arrangements.
- Identify pros and cons of internal or external appointments or a mix of both.
- Identify when/if reasonable the role will work in addition to substantive role or when a standalone function is necessary. If additional "bolt on" is an option to include recommendations on suitable roles to add to.
- Identify minimum number of Duty Managers needed for (a) weekday (b) weekends and (c) event Duty Management for out of hours events (Museum internal and Public Programme events, commercial events).

- Identify training needs – onboarding and annual.
- Agree SOP and escalation process.
- Recommendations on daily reporting (“show reports”) sector good practice.
- Review and recommend standardised remuneration and terms for the role. Benchmark with sector good practice and local University collections arrangements.

## **2. Duty Senior Person:**

*Our Duty Senior Persons (DSP) provide daily senior oversight for the Museum’s operations, acting as a back up to the Duty Manager role. We wish to review the role particularly against sector standards and make recommendations for an appropriate way forward. To include the following tasks:*

- Identify what additional role, if any, is required of on-site DSP or off-site on call senior oversight, benchmarking against sector good practice (including remuneration where this exists) and drawing on typical DSP engagement activity at the Fitz to date.
- Take into account opportunities for improved working with University Security and Estates Departments and any cross-collections collaboration.
- Draft role description as required and outline any training requirements.

## **3. Keyholding:**

*Keyholding is covered by existing Museum staff but with inconsistent arrangements in place for pay and conditions. We wish to review the options for this role, with a view to standardising arrangements and putting them onto a clearer footing. To include the following tasks:*

- Review arrangements for keyholding and benchmark against sector good practice and local University collections arrangements. Take into account Government Indemnity Scheme and other insurance and regulatory requirements.
- Make recommendations for keyholding options also taking account of required proximity to site for keyholders.
- Make recommendations for standard way forward including remuneration and terms for the role. This to include expectations for bank holidays, closure days and other arrangements.

## **4. Out of hours event staff:**

*We are growing our out of hours gallery hires and events provision as part of our commercial income strategy. We now need to ensure we have a reliable and flexible pool of out of hours staffing to call upon. We wish to review the options for this with a view to putting in place robust new arrangements at the earliest opportunity. To include the following tasks:*

- Review arrangements for out of hours staffing including: Security Staff, Visitor Experience management and Visitor Experience front of house requirements. Also reference the Duty Manager role review above.
- Benchmark against sector peers and locally and take account of University HR guidance on what is practicably possible. Make recommendations for a flexible evening events team (including supervision arrangements) that enables us to fulfil our out of hours commercial income targets and gallery hires/events ambitions.
- Review pay and arrangements and ensure that these are in line with good practice.
- Identify training needs, including Health and Safety at onboarding stage and annual renewal.
- Review proposed arrangements for on-call Conservator duties and ensure remuneration and terms are benchmarked with other Museum out of hours arrangements and sector practice. Take into account Government Indemnity Scheme and other insurance and regulatory requirements