



# Next Steps 2024

*Building a better future for Stow Maries Great War Aerodrome*

## Business Consultancy Brief



### Overview

Stow Maries Great War Aerodrome is tendering for a consultant to work with us as we design our future. The successful consultancy will engage with us as we review our operating model, our team skills set and the performance of both. Working with us, it will present us with a series of options of how we might go forward, revising and updating our business model to become a sustainable charitable organization.



Stow Maries Great War Aerodrome  
Hackman's Lane, Purleigh, Chelmsford, Essex, CM3 6RN  
Registered Charity Number: 1151099



## Overview

*Stow Maries Great War Aerodrome.* ([www.stowmaries.org.uk](http://www.stowmaries.org.uk)) A hidden gem of Essex, aviation heritage and Great War history. Its roots are in the darkest days of the early 20th Century and now it is celebrated as a vital centre of heritage, conservation and community wellbeing. You can find it to the east of Chelmsford and west of Maldon, tucked into the gently rolling farmland. It includes the largest known surviving group of RFC buildings on an WW1 aerodrome in Europe. But it is so much more.

Not only a time-capsule of early-Modern architecture, this bustling renovation project is a popular aerodrome and ACE-accredited museum, packed with galleries and exhibitions. It is also an award-winning centre for community volunteering and a dedicated response to the challenges of isolation and mental health, housing a growing wealth of skills, research and knowledge.

The Aerodrome opens three days per week, from mid-February to mid-December and hosts a thriving events program. It is largely staffed by volunteers, including its Board of trustees.

## Vision and Aims

The core vision of Stow Maries Great War Aerodrome (SMGWA) is to **conserve our unique heritage site to enable it to play a vital contemporary role in the lives of our local and wider communities and become a key part of the nation's cultural landscape.**

SMGWA intends to achieve this by pursuing the following **aims** to:

- Research, preserve and tell the stories of the men and women who lived, worked and died at SMGWA and the part it played in the home defence of London and the South East during the First World War
- Create, present and curate enjoyable and educational experiences for all, featuring the historical heritage, ecology and biodiversity of our site
- Champion and be an exemplar of active participation and lifelong volunteering at the site
- Deliver an exciting, engaging and varied programme of participatory events
- Widen and broaden our audiences through accessible and diverse visitor experiences utilizing a range of interpretation techniques
- Maintain an appropriate Conservation Management Plan for the site, encompassing all facets of the site including ecological and historical

SMGWA is now ready to make the step on to the national stage and needs to understand what is required to achieve it. As part of a Heritage Fund supported project, we would like to appoint a business consultancy to review our operating model, our skill set and training needs, providing a clear, evidenced report to enable and empower our decision making – enabling us to become a financially sustainable charitable organisation.



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## Outputs

### The successful consultancy will deliver:

1. An assessment of the present operating model of Stow Maries Great War Aerodrome – in terms of its strengths, weaknesses, sustainability and futureproofing, by **1<sup>st</sup> July 2024**. This should be completed using engagement with the charity and its stakeholders.

**Note:** The aim of this output is to enable the Board to have clear, data-led assessment of their present position in order to be able to make informed decisions.

2. An assessment of the skill set of the existing Board and management team (made up of staff and volunteers), identifying any gaps in knowledge or ability that presently exist, accompanied by recommendations of how to meet these shortfalls, if any, by **1<sup>st</sup> July 2024**. This should be completed using engagement with the charity and its stakeholders.

**Note:** The aim of this output is to enable the organisation to understand what its training needs are now and for the future, and how to address them using professional providers.

3. An operating model options appraisal, using the data collected in Output 1 and 2, that sets out the model most likely to lead to a successful and sustainable future for the charity. This would be delivered by **1<sup>st</sup> October 2024**. This should be completed using engagement with the charity and its stakeholders.

**Note:** The aim of this output is to give a data-led, professional appraisal of the options open to the Board to adjust the present operating model of the charity, if necessary, what would be required and why.

4. A consultation report on any proposed changes, drawn from the relevant stakeholders, by **9<sup>th</sup> February 2025**.

**Note:** the aim of this output is to enable the Board to have an informed understanding of the opinion of stakeholders, internal and external, on any proposed change, in order to decide whether to take this change forward.

These outputs will be delivered to the Project Board (made up of selected Trustees, key staff and key volunteers), the Board of Trustees as appropriate and supplied to the funder of the project, the Heritage Fund.





## Methodology

The successful consultancy will detail in their proposal how they will achieve the outputs. We expect these details to include how they will assess the existing operating model and the relevant training needs of the team, if any.

We would expect this methodology to take account of the part-time nature of the management team & volunteers.

## Contract management

We expect the work commissioned to begin on **1st May 2024** and be completed to an agreed milestone by **1st July 2024**. The final report shall be submitted to Stow Maries Great War Aerodrome by **9<sup>th</sup> February 2025**.

**The anticipated budget is £5,000** to include all expenses, ex-VAT. The contract will be let by the Stow Maries Great War Aerodrome.

The **payment schedule** will be agreed upon with the successful consultancy but is anticipated to be in three stages – being a 30% deposit, 30% interim payment at an agreed milestone and a 40% final balance payment on completion of the project.

The project will be managed on a day-to-day basis for Stow Maries Great War Aerodrome by Ian Flint, the CEO.

## Award criteria

A proposal for undertaking the work should include:

- a detailed methodology for undertaking the project
- an outline of the internal responsibilities and liaisons.
- details of staff allocated to the project, together with experience of the contractor and staff members in carrying out similar projects. The project manager / lead contact should be identified
- the allocation of days between members of the team
- the daily charging rate of individual staff involved
- a timescale for example, in the form of a Gantt chart, for carrying out the project
- an overall cost for the work





Proposals submitted will be assessed by Stow Maries Great War Aerodrome against the following questions:

| Criteria   | Scoring |
|--|---------|
| To what extent does the proposal demonstrate an understanding of the issues related to this brief?   | 20%     |
| To what extent does the proposal demonstrate an understanding of the issues of working with a part-time, financially lean, largely volunteer staffed organisation charity? | 25%     |
| To what extent are the methodology and methods appropriate to the requirements set out?  | 20%     |
| What degree of experience does the bidder demonstrate in order to successfully complete the work?  | 20%     |
| How well has the bidder structured a team in order to successfully manage the contract and deliver the required work to the budget and timetable required?                 | 15%     |

### Procurement process

Initial enquiries should be sent via e-mail to [ian.flint@stowmaries.org.uk](mailto:ian.flint@stowmaries.org.uk)

Proposals should be sent in PDF form only, to [ian.flint@stowmaries.org.uk](mailto:ian.flint@stowmaries.org.uk)

The procurement timetable will be:

| Milestone  | Date                       |
|--|----------------------------|
| Proposals invited  | 0800hrs 12th February 2024 |
| Proposals return deadline  | 1700hrs 1st March 2024     |
| Assessment and review<br>(This will involve further communications with tenderers) | 4th-29th March 2024        |
| Decision made and contract awarded   | 1st April 2024             |



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