

Audience Development Consultant

Role:	Develop Audience Development Plan for Tiverton Museum of Mid Devon Life
Location:	Working from home and at Tiverton Museum of Mid Devon Life, Devon
Fee:	£8,000 including VAT and all expenses including travel
Status:	Freelance Consultant
Reporting to:	Pippa Griffith, Museum Director
Period of contract:	Fixed term, to be completed by 21/9/2018

1. Background

1.1 Tiverton Museum has secured a Heritage Lottery Fund Resilient Heritage grant, for a project 'Attracting Audiences; Securing our Future'. The project includes essential work strengthening the museum to secure its future:

- Business model review to identify opportunities for cost saving and increasing income. To create a building master plan enabling us to serve our audiences better, and support financial resilience of the museum through full use of assets, examining kerb appeal, letting, retail and catering potential. Implementation of some of these recommendations.
- Governance, staffing and organisational development. To build capacity, reducing overall reliance on a small number of people through board recruitment and development. To review staff roles ensuring best use of paid staff time in line with business model review. Strengthen wider support for through developing volunteers, members etc.
- Audience development and marketing: To review engagement with existing and potential audiences through a new audience development plan, using this to develop the brand/USP, and direct future marketing. To assess current marketing, including the website, and develop a marketing plan in line with the new audience development plan. To train staff and trustees ensuring efficacy of all marketing. Implementation of some of these recommendations.

This project has two phases. The first is to make essential, immediate changes to the museum by increasing income, through a new business plan and attracting more visitors, to achieve a balanced budget. The second phase will contribute to medium term plans for a capital redevelopment project. A capital redevelopment will allow the museum to make the most of its large site to improve the visitor experience, provide space for events and activities and maximise commercial income whilst improving the building and collections care conditions.

1.2 Tiverton Museum is a vibrant, award-winning and much loved museum that provides extensive displays on the history of Mid Devon; a lively events programme, including temporary exhibitions (on anything from the history of underwear to local farming memories), guided walks, talks, holiday craft activities, themed days and lots more. The museum is proud to be family friendly and has won a number of recent awards:

- Trip Adviser Certificate of Excellence 2017.
- Highly Commended Mid Devon Community Awards, 2017
- Trip Adviser Certificate of Excellence 2016.
- Bronze Award, Small Visitor Attraction Devon Tourism Awards 2015
- Bronze Award, Access and Inclusivity Devon Tourism Awards 2015
- Long-listed for the Family Friendly Museum of the Year 2015.

The museum contributes to the local economy as a key visitor attraction and works closely with its local community. We offer a range of activities for schools and families and are an important resource in an area where poverty and geographical factors increase the risk of isolation. The museum makes it possible for teachers and parents to access good quality learning opportunities outside the classroom. We also provide a successful reminiscence service for older people in care and residential homes, and a monthly memory group based at the museum. The museum runs the town's Tourist Information Service and is engaged with plans to develop tourism within Mid Devon liaising with both Mid Devon District Council and the Mid Devon Attractions Association..

1 Objective

An experienced consultant is required to provide an Audience Development Plan for Tiverton Museum. The plan will provide the organisation with clear and achievable targets and outcomes for engaging, developing and evaluating ongoing relationships with the specified audiences.

The Audience Development Plan will work with the new Business Plan (being created as part of this project) to shape the future activities and programmes across all of the museum's services with current and potential audiences.

The consultant will conduct the following tasks:

- To include research and analysis of current visitor data and consultation with existing and potential visitors.
- The Plan must identify the most productive visitors to create a more resilient museum (it is vital to increase the income through admission). We need to engage with those who will visit most frequently and support us.
- The Plan should also identify ways of engaging with a more diverse audience (eg families from known areas of deprivation, young people and people with disabilities).
- Provide clear action plans to help the museum develop ways of serving existing audiences and engaging with new ones, earning income and seeking new opportunities and partnerships.
- To include recommendations for attracting a wider, more diverse audience into volunteering at the museum to support the review of governance, staffing and organisational development which is a separate part of this project.
- The results of this Plan will be used to develop the museum's brand and USP, and shape a new marketing plan (a separate outcome from this project).
- To ensure that Trustees, Staff and Volunteers are given training/development opportunities to have a better understanding of audience development and are equipped to undertake the actions in the Plan.
- Provide a list of suggested equipment/materials needed to support audiences if needed.
- To provide a clear practical report with recommendations for achieving the above, identifying realistic targets and recommended methods of evaluating each element.

2 Selection Criteria

We require demonstrable understanding and experience in:

- Audience development
- Volunteer management
- Previous HLF funded projects

- Team working with museum staff and other consultants
- Setting realistic targets and methods of project evaluation
- Strong report writing skills

3 Timetable

- Closing date for applications is 14/5/2018
- The candidates will be shortlisted by the Director and the Trustees.
- Interviews will take place between 28/5/2018 and 1/6/2018
- The work should ideally begin by 11/6/2018
- The report should be presented to the museum by 21/9/2018

4 Budget

The total amount available is £8,000 (including VAT). The tender costs should include travel and all other costs associated with the work.

Suggested payment will be 25% upon appointment, 50% for the first draft and 25% on receiving the final report and presentation

5 Proposal

Your proposal to undertake this project should include:

- Credentials for the company and all those who will have input into the work.
- Examples of similar projects undertaken.
- A methodology of how you propose to meet the requirements of the brief.
- A programme indicating how you would deliver the project and key dates for tasks.
- A costing breakdown.
- Details of two referees for whom you have done similar work.

Please email applications to Pippa Griffith, Director at curator04@tivertonmuseum.org.uk. For an informal chat please contact Pippa on 01884 2566295.