

Brief for Consultancy Work: The Beacon Museum Whitehaven

Audience Development Project funded through the Sustainable Improvement Fund (MDNW)

You are invited to submit a proposal for undertaking the following study for the Beacon Museum Whitehaven. A written submission is to be made in accordance with the following brief.

1. Background

The Beacon Museum is an award winning museum that houses a varied collection representing the history of the Copeland area. The museum is three years into a five year collaborative business plan that has come about through a need to develop a sustainable business model.

The fundamental review that Copeland Council has undertaken in direct response to government funding policy changes and budget reductions to local authorities since 2010 has resulted in the Council changing its policy position and corporate priorities with regard to the Museum and associated education delivery. A working collaboration with Sellafield Ltd. has allowed the museum to progress and expand with greater fiscal independence. The aim of continuing to deliver a museum whereby the people of Copeland can explore their rich and diverse history through the collection remains a constant throughout this transitional process.

With the changing contexts surrounding the Beacon Museum, it is therefore vital that the team continue to operate in a commercially astute manner, identifying and developing the most productive consumer groups for the museum; developing and engaging those groups who are most likely to buy into the museum's identity and culture. Also identifying barriers to access and understanding within other groups is vitally important to future planning.

2. Objective

The Beacon Museum aims to develop a five-year audience development strategy that addresses and informs all aspects of the museum's activity: shop, exhibitions, events, learning and engagement programmes, marketing and visitor services. The aim of that strategy is to provide the organisation with clear targets and outcomes for developing our links with specified audiences. This strategy must address two key aims.

- Sustainability: the Beacon Museum is moving to a business model of operating and will increasingly rely on the income generated from ticket sales and other visitor transactions.
- Diversity: the Beacon Museum aims to make substantial progress in attracting more diverse audiences, activities and exhibitions.

Overall we are seeking a commitment to deliver 12 days of work to prepare and deliver this project. Included below is a suggested plan for the work involved.

Part 1 Desk based research

Establish baseline information about the Beacon Museum's current audiences from analysing existing historical visitor data, including Viewpoint data, visitor hosts, comment books, social media and postcode gathering. (3 days)

Collate visitor data for Copeland and wider Cumbria from external agencies, Audience Agency, Cumbria Tourism, MDNW and CBC. (1 day)

Part 2 Qualitative research

Hold 2 audience focus groups and consultation meetings within the local area to identify how audiences currently value and engage with the Beacon Museum. Highlight any potential barriers and consider the local reputation of the Museum. (2 days)

Part 3 Reporting

Present a report with recommendations for visitor monitoring and analysis, identify key target local and tourist audiences and how best to market to and communicate with them. Staff training and development to inform planning. (2 days)

Act as mentor to visitor services manager to develop ongoing visitor monitoring, visitor services training resources and audience development strategy. (3 days)

Half day presentation to Cumbria Museum's Directors Group to share project methodology and findings- explain how it supports staff skills development and forward planning. (1 day)

Personal Specification

You will be able to demonstrate experience of writing comprehensive audience development strategies for the arts, heritage and/or charitable organisations.

You will have experience of research, analytical process and data collation from a variety of sources.

You will have extensive experience in developing and implementing systems and development strategies.

You will have outstanding communications skills, with the ability to articulate a vision, strategy or idea clearly, with an eye for detail.

You will have the ability to self-manage and work as a core part of a team.

Monitoring and Reporting

The consultant will be expected to work in close liaison with the director, senior management team as well as other key staff, volunteers, external stakeholders and potential partners.

Timetable

Closing date for applications is 05/06/2017

Interviews will be held on 12/06/2017

The work should begin by 19/06/2017, with a six week timescale

The report and actions should be presented to the team by the 07/08/2017

The half day workshop at Cumbria Museums Directors group will be on 05/10/2017 (t.b.c)

Budget and Payments

Please quote the fee you would wish to be paid with a cost breakdown along with your proposal.

Please include any costs for resources within your budget

The total amount available is £4,170 (please take into consideration that this should include VAT, room hire, catering, and refreshments for focus groups)

Agreed payment will be 50% on completion of the research and 50% on receiving the final report and presentation.

Proposal

Your proposal should include:

- a) Your CV including previous studies undertaken.
- b) A methodology of how you propose to meet the requirements of the brief.
- c) A programme indicating how you would deliver the action plan and key dates for tasks.
- d) A costing breakdown.

The lead and another member of the Beacon Museum management team will shortlist candidates and may interview them if necessary. Other staff members will have the right to comment on applications.

Your proposal should be returned to Elizabeth Kwasnik (Beacon Museum Director) at

elizabeth.kwasnik@copeland.gov.uk