

Consultancy Brief for Audience Development & Marketing

Background

Bailiffgate Museum & Gallery is a volunteer-run visitor attraction which is open 6 days a week for 50 weeks a year.

Our museum exists to preserve, record and make accessible the history of Alnwick town and district and to showcase the work of local and national artists within a vibrant, stimulating and aesthetically pleasing environment for the benefit of the community.

As a community museum and one of the largest arts spaces in north Northumberland, we bring cultural opportunities to the most rural county in England. In recent years, this has seen us bring high profile exhibits to rural north Northumberland as well as working in rural and isolated communities where only a few hundred people (or less) may live to celebrate and showcase their unique heritage, traditions and culture.

Each year we welcome 10,000 visitors. Our permanent collection which is displayed across two floors of the museum offers a journey through 10,000 years of history in Alnwick and district. Upstairs in the gallery, we showcase local heritage, traditions and artworks alongside national activity through an ambitious seasonal exhibitions programme. Recently, this has included *Illustrating Harry Potter* (on loan from Seven Stories, National Centre for Children's Books), paintings from acclaimed artist Stella Vine, and *100 years of Fashion* in collaboration with super model, Stella Tennant and featuring designer's gowns and accessories including Prada, Dior and Stella McCartney from her personal collection and a collaboration with Jorvik Museums to bring 'The Vikings' to Northumberland.

We are proud to offer opportunities which enable local people to access cultural experiences and activities not normally available in rural settings. Workshops, talks and targeted activities help to bring local people closer to their heritage and culture. School activities and outreach projects take our collections into communities and help them to discover more about their local heritage and to present it to others through, stories, artefacts and their own voice. Our ambitious programme also ensures we build on our success in attracting visitors from across the world. We support green energy and want to make a sustained contribution to becoming carbon neutral.

Bailiffgate Museum & Gallery is a registered charity and an accredited Museum. We employ one part-time Administrator, and a cleaner. Other consultancy posts include Transition and Programme Manager for the Northumberland Hall project and a Project Manager for our 'This is Alnwick' project together with an administrator. All

other tasks that keep our museum open every day are provided by volunteers with targeted support from external consultants. Main areas of work include Front of House, collections curation, exhibitions, organising events, recruiting volunteers, education, retail, contract management, finance and fundraising, marketing and social media, IT, AV and website development.

We are a membership organisation governed by a board of up to 12 trustees with 11 member representatives (Friends of Bailiffgate Museum) and one trustee nominated by the Alnwick Town Council. Currently we have eleven trustees with one vacancy. The board meets 6 times per year. Each of our trustees has delegated responsibility for an area of our work, to provide a point of contact on the board and facilitate effective links between the board and volunteer teams.

Day to day operations is co-ordinated by our Operational Management Group (OMG) which usually meets monthly. This is chaired by a volunteer and attended by volunteer representatives from different areas of museum operations (education, collections, exhibitions, marketing, retail, website, volunteers etc).

The Museum is recognised for its high standards and professionalism and is well supported by Alnwick Town Council, Northumberland County Council, and Tyne and Wear Archives and Museums.

Our commitment to our Volunteers

Much of Bailiffgate Museum & Gallery's success comes from the strong commitment of our 50+volunteers who bring a wealth of expertise, dedication, loyalty and pride to our organisation. We recognise that volunteering is a two-way process which we try to ensure benefits the volunteers as well as the Museum.

The organisation is committed to using fair, efficient and consistent recruitment procedures for all potential volunteers. We aim to include opportunities for all volunteers who reflect the diversity of the local community and as an organisation we aim to identify appropriate roles to make the most of what volunteers offer, in line with our Strategic aims and objectives. Our Volunteer Strategy is that "Everyone is welcome".

NLHF Project – Northumberland Hall

Bailiffgate Museum & Gallery has been successful in being awarded £189,988 by the NLHF as the Development phase of a major project as part of the Alnwick Place regeneration plan. The project will transform Northumberland Hall, a Grade 1 listed building in the heart of Alnwick into a creative, cultural hub where collections and exhibitions bring to life the past, present and imaginative narratives that celebrate our place and its people.

If the development phase is successful then we will submit our second-round application for the full delivery round which includes reinterpreting our collection and developing an innovative, creative heritage experience for visitors and local people in the heart of Alnwick.

We want to make the most of this unique opportunity to contribute to the economic, cultural and social development of Alnwick and surrounding areas to create an

innovative, community led museum for those who live and work in Alnwick and an outstanding experience for visitors.

Vision

Our ambition is to become a dynamic and inclusive cultural and creative hub in the heart of Alnwick, which builds local skills, pride and confidence and is a catalyst for the regeneration of the town. The experience will share the past, present and imaginative narratives of NE66 and celebrate our place and its people, co-curated by our communities and delivered with our partners.

Relocating to Northumberland Hall, set in the heart of Alnwick's historic marketplace, is an opportunity for our volunteer-run local history museum to reimagine itself as a creative cultural community-led hub for Alnwick and district. The central location and greater space offered by the Hall will provide new programming opportunities to work more effectively with our volunteers, community groups, schools and local businesses, and reach out to new and different audiences, to celebrate local stories and showcase our creativity. We will create a thriving new inclusive, engaging and family-friendly destination with a more sustainable future, by building capacity and new revenue streams that will enable us to develop our team's skills, resources and partnerships as well as generate income.

We will be a new, vibrant and very visible presence in the marketplace, and a catalyst for the regeneration of the town. To achieve this, we want to change what we are, who we work with and how we present narratives of Alnwick and district. We will build new relationships and help grow a strong sense of local pride and ownership through the stories we tell, the collections we showcase and the engaging activities we offer collectively and collaboratively. In particular, we will work with local schools, youth groups and young adults through partnerships, so children and young people can help us shape and deliver our offer effectively. We will also focus on developing our offer to enhance accessibility and diversity by meeting the needs of key groups with special needs, including local home-education families and SEND groups].

Summary of work to be undertaken

The audience development team will have skilled and talented people who are able to support Bailiffgate in its ambitious plan to grow its offer and audiences and to market its work effectively. The team will work closely with the Project Manager for the 'This is Alnwick' project and a lead researcher/interviewer who will base the gathering of stories on the highly successful OOT project. In the development stage of the project, they will also work with the This is Alnwick project team who will unlock the talent and skills of local people in the unique space we will create in Northumberland Hall. The team will refine and deliver the activity plan and pull together the work from the project team and the researcher/ interviewer to develop an audience strategy and marketing plan for the historic, creative and cultural hub that will become Bailiffgate@Northumberland Hall, a centre of excellence for visitors and the community.

The activity plan devised by the audience development team will build on the community engagement undertaken so far.

The target audiences, established through the consultation work to date include:

- Local residents (Alnwick and wider district)
- Day visitors and long and short stay visitors to Alnwick and wider Northumberland (local, regional, national and international)
- Schools, children and young people
- Local businesses and stakeholders
- Volunteers

Key themes emerging to date include:

- The community's association with Northumberland Hall as a community venue, and the need to consider the building holistically – inside and out – as part of the project.
- The need for the project to deliver an exciting step change for Bailiffgate, offering new, different and exciting opportunities, and strengthening and diversifying audiences.
- The importance of partnership working during the Development and Delivery Phases of the project, and to support the wider regeneration of the town.
- The continued importance of Bailiffgate's much loved and valued volunteers, including the need to grow and diversify the existing team.

The activity plan will be reviewed and amended.

The development stage

- work with skilled/ talented volunteers providing any additional training they need to be part of the team that develops creativity and confidence for local people
- integrate the work of the project team which will include a freelance researcher/ lead interviewer who will support the collection and archiving of oral histories and personal stories throughout the project
- dovetail into the relevant part of the activity plan set out for community engagement during the development and delivery phases of the project
- use information gathered from the community engagement team, the creative team, researcher/ interviewer and the outcomes of the activity plan to provide the Transition & Programme manager with information needed in a suitable format for marketing, reports to Trustees and grant funders and for communications with stakeholders
- begin the process of creating an audience development strategy for Northumberland Hall, based on the outcomes of the work with the key teams, mentioned as work progresses
- work with key partners, so that each other's growth can be mutually sustaining
- refine the activity plan including more detail on resource needs and costs, methods and measures of success and timetable. Outputs and outcomes will also be more clearly defined.

Delivery

Use the NLHF Priority Outcomes as a guide to develop a strong programme. These are:

- **Saving heritage:** conserving and valuing heritage, for now and the future.
- **Protecting the environment:** supporting nature recovery and environmental sustainability.
- **Inclusion, access and participation:** supporting greater inclusion, diversity, access and participation in heritage.
- **Organisational sustainability:** strengthening heritage to be adaptive and financially resilient, contributing to communities and economies.

Implement the refined and fully costed activity plan during the first part of the Round Two Delivery phase from the outset of the construction phase of the project up until the new museum becomes operational.

Continue to work closely with the creative team, the researcher/ interviewer and the project manager. Ensuring that activity plan milestones and budget are included in the Annual Plan and Annual Reports

Coordinate the outcomes from the work of the creative team, researcher/ interviewer and the activity plan to create a clear, well presented and costed strategy to continue to grow the audience

Provide materials to publicise the events programme widely to generate public interest, ensure audience engagement and promote best practice within the heritage sector as directed by the project manager to:

- ensure the website is kept up to date with project progress, forthcoming events etc
- provide regular updates via social media accounts (Facebook, Twitter, Instagram)
- produce and/or commission project publicity including printed leaflets, posters, flyers, adverts
- provide updates to local groups and wider heritage networks when requested

Report to the Project Board, trustees and funders as required

- present accurate and forthright project reports/updates using an agreed format at each Project Board meeting and for trustees if requested by the Project Manager
- complete funding reports and claims as required for sign off by the Project Manager and to the standard required by funders
- ensure Bailiffgate policies and procedures are adhered to at all times

Responsible to: Transition & Programme Manager

Methodology

Please set out the approach you plan to take to complete this work

Outputs

We require

- An Audience Development & Marketing Plan following the review of existing audiences, identification and testing methods for wider and more effective engagement and the produce a prepare a fully costed, detailed five-year Activity Plan which will set out community engagement objectives and how we will achieve them. The Activity Plan will form part of our submission to The National Lottery Heritage Fund for Delivery Phase Funding and must be finalised in time for our Delivery Phase application.
- A clear, fully agreed and costed, detailed five-year Activity Plan, formed through community engagement, liaison with the oral history lead, This is Alnwick project team and based on well-evaluated amendments made through the development phase to be submitted as part of our delivery round application. The activity plan should clearly show which specific groups of people we want to reach with our funding and how this will contribute to the investment principles in NLHF Heritage 2033 strategy.
- Clear reports showing progress; achievements and next stages of work and any mitigation put in place to ensure the plan is on track
- Clear and well-tailored 'feeds' for communications and marketing across the wide range of social and other media used by Bailiffgate
- Liaison arrangements with volunteers, This is Alnwick project team, the creative team, researcher/ interviewer to ensure that everyone understands how their work feeds into the outcomes of the activity plan, the audience development strategy and marketing strategy
- A clear and well-presented audience development strategy and marketing plan, once the activity plan has been delivered which includes targets to each segment of audience growth reflecting the overall growth in visitor numbers set out in the business plan. The Marketing plan should include actions to ensure marketing work can be sustained once the delivery stages are complete.
- Final summary of work achieved, lessons learned

Indicative Timetable, subject to funding

Phase work commences: 01/08/24

Work completed: 18/10/24

Award Criteria

Your proposal for undertaking the work should include:

1. Detailed methodology for undertaking the work, including your approach to measuring impact
2. Your experience and expertise
3. Backup arrangements to complete the work
4. The allocation of days across the work
5. The daily charging rate for each team member
6. A timescale with key milestones

7. Overall cost for the work

All proposals submitted will be evaluated by Bailiffgate against the following criteria:

1. To what extent does the proposal demonstrate an understanding of the issues (including social values) related to this brief?
2. To what extent are the methodology and methods appropriate to the requirements set out in this brief?
3. What degree of experience does the bidder demonstrate in order to successfully complete the work?
4. 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?

Please provide a table showing:

- costs including expenses excluding VAT
- days allocated and day rate per employee excluding VAT
- any additional resource requirements

The employment is subject to grant funding.

As a Registered Charity we are keen to use public money wisely and will not be in a position to make any awards outside this financial envelope, even though it spans a two-year period.

Total budget: £10,000 excluding VAT there is a separate budget for delivering the activity plan events.

Management of the contract

The contract will be awarded by 1 August 2024 subject to grant funder's award process.

The anticipated budget is to include expenses and VAT if applicable.
The contract will be let by Bailiffgate Museum & Gallery.

Please submit invoices to The Treasurer, Bailiffgate Museum & Gallery. All other communication should be with the Chair and Company Secretary of Bailiffgate Museum & Gallery/ Transition & Programme Manager.

Payment on satisfactory completion of agreed stages of work will be made within 10 days of receipt of invoices.

Procurement process

Please submit proposals, marked CONFIDENTIAL Proposal for Audience Development & Marketing to Bailiffgate Museum & Gallery for the attention of Chair of Trustees.

Email to: companysecretary@bailiffgatemuseum.co.uk

Or post to:

Chair of Trustees

Bailiffgate Museum & Gallery

14 Bailiffgate, Alnwick NE66 1LX

Marked CONFIDENTIAL Proposal for Audience Development

The proposal should arrive no later than 5pm on 19 July 2024