Brief for Audience Development Consultant

1. Background

Lawrence House is a Grade II* Georgian townhouse built in 1753, located in Launceston's historic town centre. Owned by the National Trust and held on long lease by Launceston Town Council (LTC), the building served as the town museum for many years before closure in 2020 due to structural issues. Following emergency structural repairs funded through the 2024 Cornwall Devolution Deal, LTC and the museum's volunteer team now seek to return the Launceston Museum Collection to Lawrence House and reimagine it as a sustainable, inclusive cultural hub.

The Launceston Museum Collection comprises approximately 19,000 objects of local, regional and national significance, including rare coins, costumes, archives, photographs and artefacts connected to notable figures such as Charles Causley and John Couch Adams. Before closure, the museum attracted close to 8,000 visitors annually and provided an important educational resource for local schools and community groups.

An application for grant aid to the National Lottery Heritage Fund has been successfully made for a project planning phase which will explore the feasibility of returning the collection to Lawrence House. while developing a sustainable, inclusive operating model. The Audience Development Consultant, whose post is supported through a grant from the National Lottery Heritage Fund, will play a critical role in understanding existing and potential audiences, identifying barriers to engagement, and developing an evidence-based audience development strategy that ensures the reimagined museum is relevant, accessible and attractive to diverse communities.

2. Key Responsibilities

Audience Research and Analysis

- Analyse local demographics, including age, socio-economic profile, cultural background and accessibility needs within Launceston and surrounding catchment areas
- Research tourism patterns and visitor flows to understand seasonal variations, visitor origins and tourism infrastructure in Launceston
- Conduct surveys and focus groups with existing museum visitors (including pop-up museum attendees) to understand motivations, satisfaction and barriers to engagement
- Interview and engage with underserved audiences including young people, families with young children, older adults, people with disabilities, minority ethnic communities, and people facing social isolation or health inequalities
- Identify and analyse competitor and comparator attractions (both heritage and leisure) to understand the competitive landscape and visitor preferences

Stakeholder and Community Engagement

- Conduct interviews and focus groups with key stakeholder organisations including schools, community groups, health and social care providers, tourism bodies, and local businesses
- Engage with community organisations working with hard-to-reach audiences (e.g., social prescribers, disability support services, youth services) to understand community needs and potential partnerships
- Facilitate workshops or community events (e.g., heritage open days, pop-up consultations) to gather feedback on the museum's future vision and programming priorities
- Work with the volunteer team to understand their perspectives on audiences, community connections and engagement opportunities

Audience Development Strategy

- Synthesise research findings into clear audience segmentation and personas, identifying priority audiences and underserved groups
- Develop an Audience Development Strategy that sets out how the reimagined museum will attract, engage and retain diverse audiences
- Make recommendations on interpretation, display priorities, programming, events and activities that will appeal to identified audience segments
- Identify partnership opportunities with schools, community organisations, health services and tourism bodies to extend reach and engagement
- Develop recommendations for accessibility improvements (physical, sensory, intellectual and cultural) that will enable wider participation
- Advise on marketing and promotion strategies, including digital and social media approaches, to reach target audiences

Creative Health and Wellbeing

- Explore opportunities to develop the museum as a centre for creative health and wellbeing, including how heritage and participation can support mental health, reduce isolation and encourage social connection
- Research evidence and best practice in heritage-led wellbeing and creative health programming
- Identify potential partnerships with health services, social prescribers and community wellbeing organisations
- Make recommendations on programming, partnerships and evaluation approaches that support wellbeing outcomes

Integration with Project Outcomes

- Work closely with the Business Planning and Collections Review Consultants to ensure audience recommendations are integrated into business planning and collections interpretation
- Ensure audience development strategy aligns with the museum's governance model, financial sustainability and collections care requirements
- Contribute to design briefs and interpretation planning based on audience insights

Community Engagement

- Coordinate and deliver community engagement events during the project planning phase, including heritage open days at the storage unit and pop-up centre
- Support volunteer-led outreach to schools, community events and festivals
- Gather feedback and data from engagement activities to inform strategy development

Reporting and Evidence

- Provide interim progress reports at agreed milestones
- Deliver a comprehensive Final Report including audience research findings and analysis, audience segmentation and personas, Audience Development Strategy with specific recommendations for interpretation, programming, partnerships and marketing, accessibility recommendations, creative health and wellbeing opportunities, and implementation roadmap
- Present findings to the Project Steering Group and key stakeholders

3. Duration and Timeline

Expected duration: 5–6 months (January 2027 – June 2027)
Key milestones:
Month 1: Scoping, stakeholder interviews and survey design
Month 2–3: Audience research, surveys, focus groups and community engagement events
Month 3–4: Analysis and strategy development
Month 5: Draft strategy circulated for feedback
Month 6: Final Report submitted and presented to Steering Group
Final reporting deadline: End of June 2027
A detailed work schedule will be agreed upon at project start, including specific dates for research activities, community events, stakeholder meetings and presentations.

4. Skills and Experience

Essential

- Proven experience in audience research and development for heritage organisations, museums or cultural venues
- Strong research and evaluation skills, including experience designing and conducting surveys, focus groups and interviews
- Experience working with diverse audiences and understanding barriers to engagement for underserved communities
- Knowledge of audience segmentation, personas and marketing strategy for cultural organisations
- Excellent communication and facilitation skills, with ability to engage effectively with diverse community groups, volunteers and stakeholders

Desirable

- Experience working with National Lottery Heritage Fund-funded projects or similar heritage grant schemes
- Knowledge of creative health, wellbeing and social prescribing in heritage contexts
- Familiarity with Launceston, Cornwall or similar rural heritage contexts
- Experience in digital marketing and social media strategy for heritage organisations
- Understanding of accessibility and inclusive heritage practice

5. Budget

Maximum budget: £10,000 (excluding VAT)
Inclusive of: All consultant fees, expenses, travel and materials (including costs associated with delivering community engagement events)
Payment structure: Staged payments linked to milestones (e.g., 25% on commencement; 25% on completion of interim report; 50% on submission of final report)

6. Application Process

Interested consultants should submit:

- A proposal (maximum 2 pages) outlining your approach to audience research, your methodology for community engagement, and your proposed timeline
- A CV (maximum 2 pages) detailing relevant experience, qualifications and references
- Two examples of audience research projects or audience development strategies you have developed for heritage or cultural organisations
- A brief statement (maximum 250 words) explaining why you are interested in this project and what you understand to be the key audience challenges facing Lawrence House Museum

7. Assessment Criteria

Submissions will be assessed against the following criteria:

- **Quality of approach:** Clarity of research methodology, realistic understanding of the project context, and evidence of structured thinking about audience development
- **Relevant experience:** Demonstrated track record in heritage audience research and development, particularly with diverse and underserved audiences
- **Understanding of the brief:** Evidence that you understand the specific opportunities and challenges of reopening a museum in a rural market town
- **Value for money:** Quality of proposal relative to cost

8. Contact Information

For more information or to submit your proposal, please contact

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