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|  | **Audience Development Plan****November 2016** |
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| **Introduction** |
| The Museum of Richmond opened in 1983, by a group of local residents under the leadership of John Cloake, a local historian. The Museum found a home on the second floor of the renovated Old Town Hall. Queen Elizabeth II formally opened the Museum when she opened the new Riverside Development on 28th October 1988.The collection covers the area of the pre-1965 Borough of Richmond which comprised Richmond, Ham, Petersham and Kew. The foundation of the collection came from the Borough collection then stored at Orleans House, but has grown considerably over the years. Through a wide-ranging education service and special exhibitions, the Museum embraces the whole area of the present London Borough of Richmond upon Thames.The Audience Development Plan fits with the aims of the Forward Plan, Learning Plan and the work associated with the potential move of the Museum to larger premises within the Old Town Hall (OTH) building. This plan in intended to be a ‘living document’ and regularly updated as points of action completed and projects developed.At the time of writing the Museum’s board of volunteer trustees is fourteen strong, including two trustees nominated by the London Borough of Richmond upon Thames (LBRuT). There are two full-time employees, the Curator and Learning and Audience Development Officer and a part-time Projects Officer. The Museum has a team of 21part-time volunteers, most of whom take turns to staff the Museum’s front desk.The Museum’s main source of funding isLBRuT, which, in recent years, has paid a grant to the Museum covering most of the costs of its staff and premises in the OTH, which are rented from LBRuT. Other finance comes from annual grants by the Richmond Parish Lands Charity; from grants by public and private bodies, usually in support of temporary exhibitions; from fund-raising talks and other events; and from financial contributions by regular supporters (‘members’) and others. At present, there is a budget for some audience development work - £1,100 in the financial year 2016/17 and another £1,100 in the financial year 2017/18 thanks to the ACE funding raised. by Orleans House Gallery |
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| **SWOT Analysis** |
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| **Strengths** | **Weaknesses** |
| * The rich history of Richmond upon Thames
* Quality of the Museum’s collection and items on permanent loan
* Quality of its regular temporary exhibitions;
* Successful educational and outreach programmes and curatorial and learning internship programmes
* Successful events and workshops programme
* Strong support from the local community, the Museum’s patrons, trustees, supporters and volunteers
* Solid financial support from LBRuT.
 | * Limited space and visibility of the Museum – it is often described as a hidden gem
* Displays beginning to look dated
* Lack of space to develop learning and events programmes
* Lack of significant financial support from local businesses - sponsorship
* Public pre-conceptions of what a Museum is and can offer: “Museum’s aren’t for me, thanks.”
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| **Opportunities** | **Threats** |
| * The move to the First Floor of the OTH: larger space, improved facilities
* Increasing the events and activities the Museum currently runs
* Targeting current events and activities at current non-users
* Increasing the historical range of workshops offered for schools and groups
* Involvement in local projects with other heritage organisations and groups
 | * Not being in control of the timeline with regards to the move within the OTH
* Not moving to larger and/or more visible site
* Issue of not owning the Museum’s current premises
* Decreasing visitor figures
* Decreasing funding and income
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| **Audiences Audit: Current Users** |
| From the audience survey data we have been collecting we can summarise the Museum currently has the following audiences:* Schools
* Families
* Adults
* Supporters
* Foreign visitors
* Local visitors
* National visitors
* Staff and volunteers

In December 2016 a report will be created using the surveys collected during the calendar year 2016 to gain a more nuanced understanding of the Museum’s current visitors/Though some assumptions can be made for these group’s motivation to visit, we currently have no data to build up more comprehensive visitor profiles: not just who they are, but why they visit. |
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| **Audiences Audit: Current Non-Users** |
| From the audience survey data we have been collecting we can summarise the Museum currently does not attract the following audiences:* Teenagers
* Young adults: A Level, College and University age (previous projects have not led to an increase of these groups visiting after the project has finished)
* English as a Second or Other Language Groups (ESOL)
* Groups such as home schooling groups, Scouts, Guides, adult learning groups like U3A.
* Special Educational Need (SEN) Groups
* Disability groups
* Lapsed Supporters (names may still be on the database, but have not renewed their membership)

Though these groups are missing from our audience data, further research needed to be completed to see to what extent they are represented locally and in local tourism data. It is also difficult to assess the diversity of ethnic groups or LGBT visitors the Museum attracts as there is no data collected.  |
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| **Barriers to visitors accessing the Museum** |
| Though many of these are addressed in the Access Policy, there are clearly barriers preventing people visiting the Museum.**Physical access:** The Museum is hidden on the second floor. Even though access is good using the lift from the Ground Floor, there are still numerous stairs to climb. The access from street level to ground floor is poor as it has a dingy entrance, using a lift that staff must operate – not at all easy or welcoming. People are also increasingly time poor when it comes to leisure activities: are the Museum’s opening times enabling people to visit when they have time? **Sensory access:** Though there are a few handling objects and costumes available for visitors to handle, these could be increased in number. Access to labels can also be increased by the production of large print label booklets and transcripts for the audio visuals, which the public can easily access. It may also be worth investigating whether an audio tour would be possible, and if it would be appropriate to invest in a portable hearing loop. The Access Policy frequently refers to visitors having to ‘book appointments’ to enable them to access the collections and displays and this is something that should be much more embedded in the Museum’s offering.**Intellectual access:** though the Museum’s schools and family workshops are designed to be easily differentiated to suit visitor’s needs, further consultation with users is required to see how this can be improved for ‘walk in’ visitors. Effort also needs to be made to attract people who believe that Museums are not ‘for them.’**Financial access:** though the Museum is free, visitors may be facing transport costs as a barrier. There are also charges for the family and schools workshops, and adult events, which may be a barrier to some. As a charity the Museum does need to raise income but it is key to endeavour that services are good value for money and to consult whether concessionary rates for events and activities may be appropriate.**Social access:** as the volunteers who staff the front desk are the normally the first point of contact for most visitors, it is key they have access to training to ensure they are confident when it comes to customer service and information about exhibitions, events and other services the Museum offers. The intention is to enable the volunteers to take part in bi-annual training days to ensure this.**Cultural access:** are the Museum’s collections, exhibitions, displays and events representative of the residents of Richmond? This is a key area to explore as it will help us to engage with current non-users.All of these points assume that local residents know about the Museum, and they don’t visit because of one of the reasons above. However, it is important not to make this assumption and to ascertain whether the primary barrier to non-users visiting the Museum is in fact, a lack of awareness that there is a Museum in Richmond.  |
| * Increase family workshops
* Arts Award Programme
* Revamp of schools workshops and Discovery Boxes

Change nothing and continue things as they are* Large print labels
* Audio guides
* More low tech interactives

New Museum which better reflects the local community in the displays and programmes, without alienating current users |
|  |
| **Points for Action** |
| By December 2016: To decide who and where our audience are: for example, everyone within 60 minutes’ travel of the Museum by public transport, or using another definition. By December 2016: to contact with Nicky Boyd, an Audience Development Consultant and the Museum Development Team at the Museum of London, for advice on how to proceed.By March 2017: To remove as many barriers to access as reasonably possible, working through the points raised above, consulting with the relevant groups as necessary. To find out more about our current users:* December 2016: to analyse the feedback forms collected in 2016 and create a report that gives us a more nuanced understanding of the Museum’s current visitors
* To implement in January 2017: an updated version of the visitor survey that collects more comprehensive data about our users, as required by HLF. This will need to be designed so it is quick and easy to complete. It will also be important to brief the Volunteers to tell visitors, honestly, that this is important that everyone who visits completes one as it will help us get the funding from HLF for the proposed move to the First Floor of the OTH. By asking everyone it will help reduce the bias of the sample as the volunteers will not be selecting participants. This updated survey can be found in Appendix I.
* Throughout 2017: To ensure feedback forms are given to users at all events, talks, workshops and schools workshops to start creating a database of user information and feedback. Again it is key to explain to the users that yes, filling in the forms is a chore, but it will be a great help in getting us the HLF funding. An example of the proposed feedback form for adult events and workshops can be found in Appendix II. The schools and family workshop feedback forms are currently being worked on and will be ready to use in January 2017.
* By the end of 2016: To investigate Audience Finder and see how they can support and add to the above. This may be a good way to spend the funding received in 2016/17.
* In the beginning of 2017: To contact all Supporters on the database and ask them to provide the same data as the visitor survey above, again explain our reasons for needing them to do so. This could be done at the same time the Supporters are consulted about the proposed updates to the Supporter scheme.
* In January 2017: To contact all the teachers who have booked a schools workshop or used a Discovery Box in 2016 and ask them to provide the same data as the visitor survey above, again explain our reasons for needing them to do so.

To find out more about our current non-users:* From April 2017: Desk research using Local Tourism Data, Census Data, Area Profile Reports and recent research by local heritage organisations (such as Orleans House Gallery) – by using the information from our users, we will then be able to ascertain the profiles of our non-users. This may be an ideal project for an Intern, or another way to spend the 2016/17 funding.
* From April 2017: completing surveys by talking to people walking around Richmond, say standing by House of Fraser on different times and days, and asking them quite simply, if they know there is a Museum in Richmond and if they know where it is, as well as collecting the same data as from our current users. This will help us gauge local awareness of the Museum. The proposed survey for this can be found in Appendix III

The above research phase will link into Stage One of the HLF application for the Museum move.Once this research has been completed, we can then develop a programme to nurture relationships with current users and to starts to turn non-users into users and this will link to Stage Two of the HLF application.When the timeline for the HLF project and move to the OTH First Floor has been announced, this information can then be used to inform the design and development of the new museum using a variety of methods like interviews and focus groups. As this is time consuming work, this may be an ideal place to spent the 2017/18 funding on a consultant who would be able to do this for us. |

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| **APPENDIX I – Updated Visitor Survey** |
|  | **Visitor Survey** |
| By answering the following questions, you will help us to improve our services and help us when we apply for funding as this is information funding bodies like the Heritage Lottery Fund are keen for us to provide. If there are any questions you are not happy answering, please do not feel obliged to do so.Please be assured any information you provide us with be treated with the strictest confidence.Thank you very much for your help! |
|  |
| Name:  |
| Email:  |
| Postcode: |
|  |
| Why have you visited the Museum today? |
| Exhibition | 🞏 | General visit | 🞏 | Event | 🞏 |
| Other: …………………………………………………………………………………………………………………………… |
|  |
| Did you find it easy to get here?  | Yes | 🞏 | No | 🞏 |
| If not, please tell us what problems you had |
|  |
| How did you find out about the Museum? |
| MuseumofRichmond.com | 🞏 | Google | 🞏 | Local knowledge | 🞏 |
| Museum Leaflet | 🞏 | Museum Poster | 🞏 | Facebook | 🞏 |
| Twitter | 🞏 | Net Mums | 🞏 | School Visit | 🞏 |
| Arts Richmond | 🞏 | Recommendation | 🞏 | By chance | 🞏 |
| Other (please specify) | …………………………………………………………………………………………………… |
|  |
| How enjoyable was your visit? |
|  |  |  |  |  |
| 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
|  |
| What did you like about the Museum? |
|  |
| ***Please turn over*** |
|  |
| Would you recommend the Museum to others?  | Yes | 🞏 | No | 🞏 |
| If not, please tell us why not |
|  |
| What could we do to improve the Museum? |
|  |
| Would you still visit the Museum if we had to charge an admission charge? | Yes | 🞏 | No | 🞏 |
|  |
| How much would you be happy to pay, per adult, as an admission charge? |
| £2.50 | 🞏 | £5 | 🞏 | £7.50 | 🞏 | £10 | 🞏 | £10+ | 🞏 |
|  |
| Please make any additional comments or suggestions below |
|  |  |  |  |  |  |  |  |
| Age (please tick)  | 0-5 | 6-15 | 16-24 | 25-44 | 45-64 | 65-79 | 80 + |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Please tick the option which best describes your ethnicity: |
| Asian (Bangladeshi, Indian, Pakistani, other) | 🞏 | Mixed ethnic group | 🞏 |
| Asian (Chinese) | 🞏 | White | 🞏 |
| Black (Caribbean, African, other) | 🞏 | Prefer not to say | 🞏 |
| * Other……………………………………………………………………………………………………………………………….
 |
|  |
| Please tick the option which best describes your sexual orientation: |
| Bisexual | Heterosexual/Straight | Gay | Lesbian | Prefer not to say | Other |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Thank you again for taking the time to complete this form – it is greatly appreciatedPlease can you hand your form to the volunteer on Reception before you leave. |

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| **APPENDIX II – Event Evaluation Form** |
|  | **Visitor Survey** |
| By answering the following questions, you will help us to improve our services and help us when we apply for funding as this is information funding bodies like the Heritage Lottery Fund are keen for us to provide. If there are any questions you are not happy answering, please do not feel obliged to do so.Please be assured any information you provide us with be treated with the strictest confidence.Thank you very much for your help! |
|  |
| Name:  |
| Email:  |
| Postcode: |
|  |
| Which event or workshop have you come to the Museum for today? |
|  |
|  |
| Did you find it easy to get here?  | Yes | 🞏 | No | 🞏 |
| If not, please tell us what problems you had |
|  |
| How did you find out about the event or workshop? |
| MuseumofRichmond.com | 🞏 | Google | 🞏 |
| Museum Leaflet | 🞏 | Museum Poster | 🞏 |
| Twitter | 🞏 | Facebook | 🞏 |
| Arts Richmond | 🞏 | Local knowledge | 🞏 |
| Recommendation | 🞏 | School Visit | 🞏 |
| By chance | 🞏 | Net Mums | 🞏 |
| Other (please specify) | …………………………………………………………………………………………………… |
|  |
| How enjoyable was the event or workshop? |
|  |  |  |  |  |
| 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
|  |
| How would you rate the cost of the event or workshop? |
| very cheap | cheap | good value | expensive | too expensive |
| 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
|  |
| ***Please turn over*** |

|  |
| --- |
| What did you like about the event or workshop? |
|  |
|  |
| Would you recommend Museum events or workshops to others?  | Yes | 🞏 | No | 🞏 |
| If not, please tell us why not |
|  |
| What could we do to improve the Museum’s events and workshops? |
|  |
| Please make any additional comments or suggestions below |
|  |  |  |  |  |  |  |  |
| Age (please tick)  | 0-5 | 6-15 | 16-24 | 25-44 | 45-64 | 65-79 | 80 + |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Please tick the option which best describes your ethnicity: |
| Asian (Bangladeshi, Indian, Pakistani, other) | 🞏 | Mixed ethnic group | 🞏 |
| Asian (Chinese) | 🞏 | White | 🞏 |
| Black (Caribbean, African, other) | 🞏 | Prefer not to say | 🞏 |
| * Other……………………………………………………………………………………………………………………………….
 |
|  |
| Please tick the option which best describes your sexual orientation: |
| Bisexual | Heterosexual/Straight | Gay | Lesbian | Prefer not to say | Other |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Thank you again for taking the time to complete this form – it is greatly appreciatedPlease can you hand your form to the volunteer on Reception before you leave. |
| **APPENDIX III – Non User Survey** |
|  | **Survey** |
| By answering the following questions, you will help us to improve our services and help us when we apply for funding as this is information funding bodies like the Heritage Lottery Fund are keen for us to provide. If there are any questions you are not happy answering, please do not feel obliged to do so.Please be assured any information you provide us with be treated with the strictest confidence.Thank you very much for your help! |
|  |
| Name:  |
| Email:  |
| Postcode: |
|  |
| Did you know there is a Museum in Richmond? |
| Yes | 🞏 | No | 🞏 | Not sure | 🞏 |
|  |
| If you answered yes, how often do you visit the Museum? |
| Never | 🞏 | Annually | 🞏 | Monthly | 🞏 | Weekly | 🞏 |
| Other (please specify) | …………………………………………………………………………………………………… |
|  |
| If you answered never, why don’t you visit the Museum? |
|  |
|  |
| What could we do that would make you want to visit the Museum/visit more frequently? |
|  |
| Would you visit the Museum if we had to charge an admission charge? | Yes | 🞏 | No | 🞏 |
|  |
| If you would be happy to pay, how much would you be happy to pay, per adult, as an admission charge? |
| £2.50 | 🞏 | £5 | 🞏 | £7.50 | 🞏 | £10 | 🞏 | £10+ | 🞏 |
|  |
| Please make any additional comments or suggestions below |
|  |  |  |  |  |  |  |  |
| Age (please tick)  | 0-5 | 6-15 | 16-24 | 25-44 | 45-64 | 65-79 | 80 + |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Please tick the option which best describes your ethnicity: |
| Asian (Bangladeshi, Indian, Pakistani, other) | 🞏 | Mixed ethnic group | 🞏 |
| Asian (Chinese) | 🞏 | White | 🞏 |
| Black (Caribbean, African, other) | 🞏 | Prefer not to say | 🞏 |
| * Other……………………………………………………………………………………………………………………………….
 |
|  |
| Please tick the option which best describes your sexual orientation: |
| Bisexual | Heterosexual/Straight | Gay | Lesbian | Prefer not to say | Other |
| 🞏 | 🞏 | 🞏 | 🞏 | 🞏 | 🞏 |
|  |
| Thank you again for taking the time to complete this form – it is greatly appreciated |