



# LOWEWOOD MUSEUM TRUST CIO BRIEF: FREELANCE OPPORTUNITY AUDIENCE RESEARCH

## Schedule 1

### 1. Introduction

1.1 Thanks to the support of the Art Fund, Arts Council England, and SHARE Museums East, Lowewood Museum Trust CIO is recruiting a freelancer/consultant/team to carry out a piece of research aimed at better understanding our audiences, and the steps the Board may take to develop our audiences. This piece of work will support us in achieving the Museum's vision, enable strategic planning and future fundraising, and shape an inclusive future programme.

### 2. Project Summary

#### 2.1 Background

Following a decision by Broxbourne Borough Council to transfer management of Lowewood Museum to an independent trust, the Lowewood Museum Trust Charitable Incorporated Organisation (CIO) was established in 2021 to manage the Museum and develop its activities. Chaired by David Dent, the Trust Board includes representatives from the Friends of Lowewood Museum, Broxbourne Borough Council, Love Hoddesdon BID and the Broxbourne Arts Forum, with other trustees providing experience in national museums and volunteering in the arts and cultural sectors.

A five -year service level agreement and a 25 year lease with the Council is in place, under which terms the Trust assumes responsibility for managing the collections and the running of the Museum, with the Council retaining ownership of the Museum building and collections, and responsibility for external maintenance and repairs.

The Museum is free to enter.

#### 2.2 Our vision

Lowewood Museum aspires to become a focal point for the Borough of Broxbourne's heritage, past and present, reaching out across the Borough and its communities.

#### 2.3 Our charitable purpose

To advance education for public benefit in particular but not exclusively in the archaeology, natural history, and social history of the Borough of Broxbourne, Hertfordshire, as told through its heritage, landscapes and the stories of the people within the Borough.

#### 2.4 Our values

- Ensuring the heritage collections are preserved for future generations;
- Achieving high standards of service in what we do;
- Engaging and involving local communities across the Borough;
- Providing creative opportunities for people to celebrate their heritage;
- Encouraging learning and discovery at all levels;



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- Strengthening local identities through their histories and stories.
- Working holistically so that culture and heritage contributes to health and wellbeing, economic development, and community cohesion

### 2.5 Current position

Lowewood Museum reopened successfully in July 2021 with a clear remit to refresh our offer and rebuild our relationships with local communities and wider audiences, following a vigorous public campaign to save the Museum from closure. We launched with a temporary exhibition, *Tankards, Tales and Taverns*, which has been well-attended, and several events.

Immediate priorities for the Board, as well as reopening in a COVID-secure environment, have included the recruitment of volunteers – the Museum currently has no paid staff – and refreshing the Museum’s promotional offer. We have successfully recruited an enthusiastic cohort of front-of-house volunteers, who could assist with research and evaluation.

We are delighted to have recently been awarded £228,800 from the NLHF, for a three-year project *Your Heritage – Your Museum*, which will begin in Q3-4, 2021-22. This project will re-position Lowewood Museum as a vibrant community hub, through a programme of museum-based and outreach activity and events, new locally generated temporary exhibitions and refreshed permanent displays, the development of Community Curators and an enhanced virtual presence and digital programme. Two members of staff will be employed to deliver this project and are anticipated to start in January 2022. This piece of audience research will be the foundation for Lowewood’s new Audience Development Plan, the creation of which is one outcome of the *Your Heritage – Your Museum* project. As such, the freelancer and two project staff will be expected to work closely together.

Due to the change in governance, Lowewood Museum holds provisional accreditation with the Arts Council. This piece of audience research will also support the Board in submitting for full accreditation by 31<sup>st</sup> March 2022. Extended visitor research was last carried out in 2018 and our evidence base urgently needs updating to make it fit for purpose.

### 2.6 The brief

We are seeking to appoint a freelancer/consultant/team to devise and undertake research into Lowewood Museum’s audiences. The Board envisages a phased approach as below but would be open to suggestions for how best to structure this piece of work, to achieve our aims.

#### Phase One

Freelancer to work with the Board to identify and sign off approach and core research questions, pertinent to our aims.



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## **Phase Two**

Freelancer to develop a plan for data collection, which will incorporate quantitative and qualitative approaches. Methods may include:

- Face-to-face and online surveys, including use of SHARE East's Visitor Insight East programme, and on-site evaluation at Lowewood Museum's autumn-winter temporary exhibition
- Vox pops and telephone interviews
- Observational and desk research

## **Phase Three**

Supported by Lowewood's volunteer team and Trustees, the freelancer will deliver data collection and research. Depending on the format required, and as budget allows, the freelancer may also deliver training for volunteers and/or produce a toolkit to allow volunteers and future staff to replicate data collection methods.

## **Phase Four**

The freelancer will produce the final report and recommendations. Recommendations will reflect available resources as well as 'stretch' change which could be achieved with future funding.

## **2.7 Aims and research areas**

Our **aims** for this piece of work are to:

- Support Lowewood Museum in taking an audience-first and data-centric approach to our activity;
- Enable the development of an effective Audience Development Plan, which will increase diversity of participation with Lowewood Museum;
- Identify and initiate proactive measures to reduce barriers to accessing our services;
- Respond to ongoing challenges the public will face in accessing culture post-COVID-19;
- Enhance our marketing offer through a better understanding of our audience profile, and opportunities for further promotion;
- Enhance our digital offer, through a better understanding of our online audience;
- Support our growing volunteer cohort in the delivery of research and evaluation;
- Create an evidence-base for future fundraising and strategic planning, including Accreditation.

Our **priority areas of research** are:

- our current audience, the gaps in participation and barriers to engagement;
- the levels of engagement with, and perceptions and awareness of Lowewood Museum, across the Borough of Broxbourne;



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- the impact of COVID-19 on people's attitudes to museum visits, how it may have exacerbated barriers and changed approaches to on-site/digital programming.

## 2.8 Deliverables

The freelancer will present their findings to the Board and provide a final report and recommendations. Other deliverables may be agreed as per the approach.

## 3. Budget

£4000 (+VAT if applicable).

## 4. Timescales

Anticipated start date: 1<sup>st</sup> November 2021

Anticipated presentation of findings to the Board: w/c 28<sup>th</sup> February 2022

Final report and recommendations delivered by: 11<sup>th</sup> March 2022

## 5. Monitoring

The freelancer will submit written progress reports for meetings of the Board of Trustees – currently monthly. They may be asked to attend Board meetings to discuss interim findings and activity, to be agreed no less than one month in advance with the freelancer.

Specific sign-off points will be agreed with the freelancer for each phase of the work – it is anticipated that sign-off will be via email. Meetings with the Board, or a sub-group of Trustees, will be required only by exception.

The freelancer will have a Trustee point(s) of contact with whom day-to-day project enquiries can be raised. They will have contact with Lowewood volunteers and the NLHF funded project staff.

## 6. Evaluation

The Board is required to submit a report to SHARE East, as recipients of funding. The freelancer will be expected to feed into this evaluation process as required.



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## Schedule 2 – Tender Information

1. Tenders are to be submitted via email no later than **17.00 on 1<sup>st</sup> November 2021** to David Dent, Chairman, Lowewood Museum Trust CIO:  
info@lowewoodmuseum.org.uk

Tenderers are requested to include all the following information within their tender submission:

### Understanding of the brief

- o Provide an overview of your understanding of the brief, and how this piece of work aligns with Lowewood Museum’s vision and values, current position, and strategic planning

### Methodology and Approach

- o Provide an overview of your general approach to managing and delivering this type of activity;
- o Detail how you would approach, manage, and deliver this piece of work, including how you would liaise with the Board. Please provide an estimated timeline with sign-off points;
- o Identify any general risks/concerns with the requirements and any challenges and opportunities this offers.

### Budget

- o Provide a budget, identifying resource allocation, and submit a suggested payment schedule.

### Contract Management

- o Provide particulars of who will be managing and delivering the project, including a CV for everyone engaged

### Additional Information

- o Provide details of a minimum of two similar projects you have managed and delivered, outlining the nature of the work, and a reference contact for each of the projects.

## 2. Selection process

Tenders will be evaluated against the following criteria:

- o The level of understanding of the brief, and the Board’s aims for this project;
- o The proposed methodology and approach, its appropriateness and effectiveness for delivering this project;
- o Previous experience of similar projects in museums, galleries, and public spaces;
- o The effective allocation of budget throughout the project.



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Each criterion is to be allocated a score up to a maximum of 4, based upon the following:

- 4 – **Above Average** – the response is more than acceptable
- 3 – **Acceptable** – the response meets requirements
- 2 – **Below Average** – the response does not fully meet our requirements, or answer the issues required, or is generally not of sufficient quality to be suitable
- 1 – **Poor** – they fail to address the issues required

Following evaluation, the Board will invite a short-list of tenderers to attend an interview which will be held by video conference during **w/c 8<sup>th</sup> November 2021**.