



Quex House
& Gardens

HOME OF THE POWELL-COTTON MUSEUM



Consultant Brief: Audience Development

Project Dates:	October 2026 – March 2028
Amount:	£20,000 excl VAT, inc travel and expenses
Hours:	As required based on project need
Closing Date:	October 2026
Responsible to:	CEO

1. Background

The Powell-Cotton Trust is delivering a National Lottery Heritage Fund-supported project to strengthen the long-term sustainability, resilience and relevance of the Powell-Cotton Museum, Quex House and Gardens.

The project focuses on two interconnected strategic challenges:

- Improving visitor experience, engagement and audience growth.
- Enhancing organisational sustainability through strengthened infrastructure, governance, business planning, people and financial resilience.

The Audience Development work will inform the Trust's next Business Plan (2027-2032) and represents a critical milestone as the Trust marks the 100th anniversary of the Charity established to own, govern and manage the Powell-Cotton Museum, collection, Quex House and associated Quex Gardens.

Over the last few years, the Trust has undertaken significant work to better understand its audiences, including an Audience Spectrum Profile and Motivations research through The Audience Agency, extensive decolonisation and redisplay projects, a major rebrand and

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website redevelopment, improved visitor data collection, and a growing focus on community engagement and inclusion. While this work has created a stronger foundation, further audience research is required to inform the next stage of organisational transformation.

The Trust seeks to appoint an Audience Development Consultant (ADC) to lead an ambitious programme of audience insight, research, consultation and strategy development. The resulting findings will directly inform future programming, learning, engagement, marketing, commercial development and organisational planning.

The consultant's work will also provide critical evidence to support the Business Planning consultant, marketing activity, evaluation development, future fundraising opportunities and the Trust's long-term sustainability.

2. Objectives

The consultant will:

- Develop a detailed understanding of current, lapsed, potential and non-users of the Powell-Cotton Museum, Quex House and Quex Gardens.
- Identify priority audience segments and opportunities for future audience growth and converting awareness into paying visitors.
- Understand audience motivations, behaviours, barriers and perceptions.
- Embed audience insight into all future planning and decision-making.
- Inform the future visitor offer, programming, interpretation, learning, events and commercial activity.
- Identify audiences most likely to engage with commercially sustainable activity and financially supportive loyalty programmes.
- Provide evidence to support future pricing strategies, opening hours reviews and visitor experience improvements.
- Support greater inclusion, access and participation by identifying barriers experienced by underrepresented audiences.
- Inform targeted marketing strategies and audience acquisition approaches.
- Develop a comprehensive Audience Development Plan that supports and feeds into the Business Plan (2027-2032).
- Support the ongoing development of a Learning and Engagement Framework.
- Build organisational understanding and capacity around audience-centred planning.
- Review and strengthen the Trust's Evaluation Methodology and Toolkit, developing it within a Theory of Change and Logic Model framework.

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- Provide ongoing support and advice throughout the first year of the implementation of the Business Plan (2027-2028) including support for the NLHF-funded Project Evaluation requirements.

3. Scope of Work

Review of Existing Research and Data

The consultant will review and analyse:

- Existing visitor data and baseline audience information.
- Audience Spectrum profiling and Motivations research.
- Audience data collected through the recent rebrand and website redevelopment.
- Website and digital engagement analytics.
- Visitor surveys and feedback.
- Data from pilot events and activities.
- Existing learning, education and engagement activity.
- Existing evaluation methodologies.
- Current marketing activity and audience reach.
- Relevant tourism, cultural and visitor economy research.

The consultant should identify gaps in evidence and recommend additional research where required.

Audience Mapping and Segmentation

The consultant will:

- Identify current audiences and non-users.
- Profile priority audience segments.
- Develop detailed audience personas.
- Analyse audience motivations, interests, behaviours and expectations.
- Consider local, regional, national and international audiences.
- Assess opportunities relating to origin communities and underrepresented groups.
- Identify opportunities around individual and corporate support packages.
- Explore audience overlap between the Museum, House and Gardens.

Consultation and Engagement

The consultant will undertake consultation with, including a series of focus groups:

- Visitors
- Non-users
- Local communities
- Origin communities
- Educational users

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- Family audiences
- Local Businesses incl accommodation providers
- Volunteers
- Trustees
- Staff
- Community organisations and potential partners

Visitor Experience and Audience Journey Review

The consultant will evaluate:

- Awareness and perceptions of the Trust.
- Barriers to visiting and participation.
- Visitor expectations and satisfaction.
- Visitor journeys across the Museum, House and Gardens.
- Physical, cultural, social and economic barriers.
- Opportunities to improve accessibility and inclusion.
- Opportunities to increase repeat visitation.

Recommendations should help strengthen audience engagement and support future growth.

Commercial Audience Research

The consultant will provide audience insight to support future income generation by assessing:

- Appetite for events and festivals.
- Food and beverage offers.
- Retail opportunities.
- Venue hire.
- Fundraising and philanthropy.
- Membership schemes.
- Family activities.
- Learning, education and engagement programmes.
- Corporate and community partnerships.

The research should identify audience demand, willingness to pay and opportunities for market testing and piloting.

Learning, Engagement and Participation

The consultant will:

- Assess current learning, education and engagement provision.
- Identify gaps and opportunities.
- Make recommendations for future participation activity.
- Inform development of a Learning and Engagement Plan to support the enhancement of our formal education offer.
- Identify opportunities for co-creation and community-led programming.

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Evaluation Review

The consultant will:

- Review the Trust's current evaluation approach.
- Build on and develop our Evaluation Methodology and Toolkit.
- Recommend audience-focused KPIs.
- Create practical tools for ongoing audience monitoring and feedback collection.
- Ensure evaluation aligns with Heritage Fund outcomes and organisational objectives.

Organisational Development

The consultant will:

- Deliver workshops and presentations for staff and trustees.
- Build audience development skills and understanding across departments.
- Support embedding audience insight into future organisational practice.
- Recommend systems for ongoing audience consultation and evaluation.

4. Proposed Milestones

Date	Task
Oct 2026	Inception meeting, methodology and project planning
Oct-Nov 2026	Review existing research and data audit.
Nov-Dec 2026	Hold stakeholder workshops, surveys, consultation. Audience segmentation, personas and preliminary findings.
Dec 2026	Competitor research and analysis
Jan-Feb 2027	Hold focus groups and interviews. Commercial audience research and visitor journey review
Feb 2027	Draft Audience Development Plan, Learning & Engagement Framework and set recommended KPIs
Mar 2027	Final reports and collaboration with Business Planning consultant for inclusion in Business Plan
Apr 2027- Mar 2028	Advise and support PCT with ongoing questions and development, guidance, training for staff where application throughout delivery year.

5. Outputs

The consultant will provide:

- Audience Research Report (which may include the following: Audience Segmentation Model; Audience Personas; Stakeholder Consultation Report; Visitor Journey Mapping;

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- Barriers to Participation Assessment; Marketing Audience Insights Report, and Commercial Audience Research Report)
- Audience Development Plan (which may include a Learning and Engagement Framework) identifying and outlining robust ways to attract new and existing audiences including recommendations for marketing campaigns
- Evaluation Methodology and Toolkit (which will build on existing work, accommodate Logic Model approaches, and include a recommended audience-related KPI Framework)
- Staff and Trustee Presentation Materials as required.

6. Expected Outcomes

The consultancy will deliver:

- A detailed understanding of current and potential audiences.
- Increased organisational capacity to undertake audience-centred planning.
- A stronger evidence base for future decision-making.
- Improved understanding of audience motivations and barriers.
- Audience-led programming, marketing and commercial development.
- Greater inclusion, access and participation.
- Improved audience growth and retention.
- Better alignment between visitor needs and organisational priorities.
- Enhanced learning, education and engagement opportunities.
- Practical recommendations to support financial sustainability and income diversification.
- Evidence and insight to inform the Trust's Business Plan (2027-2032).

7. Method of Work

The consultant should adopt a mixed-method approach combining:

- Quantitative research
- Qualitative research
- Audience consultation
- Community engagement
- Desk-based analysis
- Workshops and facilitated sessions

The methodology must be participatory and inclusive, ensuring that diverse voices are represented and that audiences help shape future planning. The consultant will be expected to work closely with the Business Planning Consultant, Financial Advisor and project team throughout delivery.

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8. Confidentiality and Copyright

The consultant is required to maintain confidentiality of all privileged information obtained during this project.

The Powell-Cotton Trust and the National Lottery Heritage Fund will retain copyright and all other intellectual property rights to project deliverables.

8. Quote and Project Proposal

We invite proposals from experienced audience development and engagement consultants with a track record of working in the heritage, culture, or visitor attraction sector.

Proposals should include:

- A short description of relevant experience and previous projects.
- Outline methodology and timetable for delivery.
- Proposed fee structure (exclusive of VAT but inc of expenses).
- Confirmation of public/professional liability insurance.

To arrange a Teams call with the Powell-Cotton Trust CEO, Sarah Corn, to discuss your project proposal ahead of submission, please email [**sarah.corn@powell-cottontrust.org**](mailto:sarah.corn@powell-cottontrust.org).

Please submit proposals electronically to [**sarah.corn@powell-cottontrust.org**](mailto:sarah.corn@powell-cottontrust.org) by **10am, Monday 12th October 2026**.

Shortlisted candidates may be invited to interview on **Thursday 15th October**.

It is hoped the successful candidate will be able to begin work on this project asap after appointment.

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