

# Turner Contemporary



## **Turner Contemporary Audience Development Consultancy Brief** January 2023 – EXTENDED DEADLINE

Brief and specification for Audience Development consultant(s) to produce an Audience Development Strategy, with a connected Brand Model and Communications Plan. This is being commissioned in the context of the Bloomberg Digital Accelerator programme, a new initiative that is upgrading digital infrastructure. However, it is intended to be a holistic strategy and plan.

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## Introduction

### About Turner Contemporary

Turner Contemporary is one of the UK's leading art galleries and has been the catalyst for the renewal and regeneration in Margate and across Thanet. The gallery plays a vital role in placemaking, driving revenue and encouraging new businesses to take up residence in this transformed town. Ranking now in the top three Kent destinations, Margate has grasped the opportunities delivered by the gallery's presence alongside its year-round free exhibitions and learning programme.

In addition to showcasing world class art, the gallery is committed to its civic responsibilities - to ensuring that our work is relevant and representative of diverse audiences, particularly those in the immediate vicinity. Under the new Directorship of Clarrie Wallis, the gallery is focusing on targeting crucial resources for young people and for underserved and underrepresented communities together with raising awareness of pressing ecological questions. We collaborate with a wide range of partners who greatly contribute to our sense of community and belonging – connecting people and place through art.

### Vision

Art Inspiring Change

### Mission

Inspiring artistic, social, and sustainable change by connecting art, people, and place in Kent and around the world.

### Values

- *Enquiring* - we champion the energy and ideas of the wider artistic community and the importance of creative learning
- *Welcoming* - we consciously channel Equity, Diversity, and Inclusion in everything we do
- *Caring* – we embrace our role of civic responsibility and are a good neighbour and employer
- *Partnering* – we actively seek to be a positive partner, locally and nationally
- *Examining* – we use data and evidence to inform decisions and our practice; we advocate environmental sustainability through our programme and our actions
- *Promoting*– we understand culture as integral to health and wellbeing and as vital to place

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## Strategic Priorities 2023-26

### **Excellence**

- We will continue to support artistic risk-taking and innovation and ensure that our artistic and learning programmes are ambitious, innovative, and relevant.

### **Turner Contemporary as a community hub holding civic value**

- In line with NPO objectives we are also looking to shift the programme to increase audience from 2022/23 baseline of 190,000 to 240,000 23/24 (50K increase) Diversity and locality increase to 8% Margate, 11% Thanet, 10% first time visits to any gallery, 15% disabled, 20% BME, 33% under 35.
- While Margate is one of the most creative centres in the UK, we recognise that the economy of Thanet is fragile with poor levels of education and the highest rate of youth unemployment in the southeast. Our gallery is visitor-focused, inclusive, and accessible to all, 36% of visitors in the last five years have come from lowest 40 % of socio-economic demographics demonstrating Turner Contemporary's value in effecting impact and drawing visitors from across Margate communities.
- New initiatives include extending the gallery's reach with a particular focus on raising aspirations for children and young people, health, and wellbeing. We are working with Save the Children to make a new children's art library, the first project of its kind in Thanet.
- Turner Contemporary is working with our local community to play our part in mitigating the impact of the cost-of-living crisis to support wider wellbeing and help level up our young people with a safe warm space to work. This winter we have become a Warm Bank as a part of the national programme and database for spaces for the public to access during gallery hours. As part of this offer there is a homework club, offering support to families needing safe and warm spaces for additional education.
- Developing Margate as a centre of excellence for creative learning with a range of local educational and cultural partners, including Arts Education Exchange, People Dem Collective, Pride, and Open School East, which link public programmes to building a sense of community and belonging and increasing audience participation and appreciation.

### **Turner Contemporary as an agent for change & sustainability**

- We have adopted a new Environmental Strategy written in line with the Sustainable Development Goals set out by the United Nations and 2023 the gallery will introduce a new environmental programming strand focusing on the local coastal community and our relationship to the sea. that aligns with Kent County Council's Plan B and Plan C.
- Encouraging sustainable travel, the Creative Isle Community Rail Partnership offers a voice for the community through art and creativity enabling local groups to animate railway stations and trains and working with artists to create community gardens in disused land around stations.
- A major new project with the artist Anya Gallaccio will focus on climate, pollinators, and place, making the locality the heart of environmental change and working with 2000 school children to widen climate awareness.

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- Working with Kent County Council we carefully consider the infrastructure and management of the gallery building, reviewing constantly ways to be more energy efficient and future-proofing the impact of seaside dwelling.
- We will transform our business model to support our vision.

## **Programme 2023-26**

The following plans seek to articulate our priorities for the coming three years, but they can also be seen as a significant step towards embedding Turner Contemporary's aims for the next decade.

*Championing overlooked voices:* amplifying marginalised voices through our programme, including by working with artists at different stages of their careers. Provide internationally significant artists with opportunities at a critical point in their career. Increase representation of women artists, LGBTQIA+ artists, artists from racial and ethnic minorities and those with disabilities.

For example the *O Dreamland:* co-produced project that provides employment and skills development for young people and culminates in a major exhibition at the gallery in autumn 2023. A group of young Emerging Producers (EPs) aged 18 – 25 have been working alongside the artist Mark Leckey to research, develop and deliver an immersive exhibition inspired by Margate's amusement park, Dreamland.

## **Learning and Participation**

*Core Learning and Participation Offer:* a core, year-round offer includes visitor tours, British Sign Language tours, school tours, Portfolio – an annual art competition, Art Rebels – weekly workshops for families, work placements/internships/career pathways, exhibition-focused workshops and activities, First Fridays – a monthly evening public programme.

*Targeted initiatives:* these projects build on and extend our core offer to target groups who are least engaged currently. Examples include Children's Art Library, Early Years sessions, Winter Offer, Looked After Children Programme, Children's Leadership Projects, Lacuna – an Art Educators' Network, and the Creative Isle Community Rail Partnership – engaging communities around Thanet's seven railway stations.

## **Organisation-Wide Initiatives**

*Climate emergency, ecology, and our community:* new Environmental Strategy embedding long-term change in TC and reduce our environmental impact. A new Art and Environment programme will bring together leading artists together with audiences and local communities to discuss and debate pressing ecological concerns through art. Focusing on Kent's heritage coast, we will draw on our unique relationship with the sea to amplify broader concerns for climate emergencies. Locally, we will work with groups such as Rise Up Clean Up, Thanet Biodiversity, Kent Coast Volunteering (Thanet Hub) and Windmill Community Gardens. County-wide partners will include Visit Kent and the National Trust. Further afield we will partner with Common Seas & Ocean Space in Venice.

*Equity, Diversity and Inclusion Roadmap and Strategy:* better representation of marginalised voices and improved inclusion and diversity. New framework for resetting how we tackle inequality agreed. Roadmap in place to define internal activity, drive equality in recruitment and training, and offer well-being, empowerment and learning opportunities internally. Targets and timescales being set to increase diversity of our Board, workforce, audiences, and participants. Plans will be delivered from April 2023 and regularly reviewed against SMART objectives, addressing development/ empowerment, representation/equity, and engagement in programming/curating/interpretation.

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*Transforming our Welcome:* improve our welcome, both digitally and in-person. Digital infrastructure upgrades, on-site digital guides, new CRM, and ticketing systems. New holistic audience development plan and segmentation model. Improvements to on-site welcome, including welcome desk, space to dwell, improved signage, and messaging.

## **Digital Initiatives**

The following are some of our planned digital initiatives over the coming three-year period.

*Infrastructure upgrades:* CRM, ticketing, free Wi-Fi, HR, venue management, integrations.

*Website:* refresh of existing site to better reflect our work and our impact to date, as well as to communicate our new vision, strategy and plans.

*Visitor Guides:* Bloomberg Connects digital guides, including text, images, audio, and video content accessible through smart phones and on-site devices available to borrow.

*Online Archive:* showcase of our past flagship exhibitions and projects.

*Resources:* build on our existing digital resources to support people engaging online in exploration, study, and personal interest.

*Efficiency:* restructuring our core digital operations to improve efficiency, e.g. digital document management and retention.

## **Operating Model**

Turner Contemporary is a charity registered with the Charity Commission for England and Wales (registration number 1129974). The charity's governing documents are its Memorandum and Articles of Association, which formed the basis of our incorporation in 2008.

Trading activities are carried out through a wholly owned subsidiary, Turner Contemporary Enterprises Limited. It is a private company limited by shares and registered in England and Wales (Company number 07402604). This company operates the gallery's shop, café and trading activities such as venue hires.

The gallery currently receives public investment from Kent County Council and is also part of Arts Council England's National Portfolio 2023-26. In the last financial year (FYE 31 March 2022), income sources were as follows:

- Arts Council England: 29%
- Kent County Council: 32%
- Development 18%
- Enterprises 14%
- Investments 2%
- Other 5%

We are currently renegotiating our funding agreements with both ACE and KCC. With the wider economic climate, there is real risk that total public investment may fall, so we are considering ways to increase existing sources of come and develop new ones.

The governing body of Turner Contemporary is its Board, which comprises 13 Trustees.

Matthew Slotover, co-founder of Frieze, will take over as Chair in January 2023.

The gallery staff team is led by Director, Clarrie Wallis, who works closely with the Strategic Leadership Team, which includes six Heads of teams and managers.



## **Bloomberg Digital Accelerator Programme**

This opportunity is offered with the support of Bloomberg Philanthropies' Digital Accelerator for Arts and Culture. Launched in 2021, the programme supports leadership development and infrastructure investment that builds audiences, increases fundraising, drives revenue, delivers dynamic programming, and helps us work more efficiently and effectively in support of strategic objectives. The programme supports development of best practices to share across a network of not-for-profit cultural organisations.

## **Audience Development Strategy Brief**

### **Overview**

In response to the rapidly changing funding and economic landscape, Turner Contemporary is reengineering its operating model. As part of this, we are undertaking a significant new change programme, supported by Bloomberg Philanthropies and Foyle Foundation, to implement and embed new CRM and ticketing systems. In advance of this, we want to appoint an Audience Development Consultant. Working with the SLT, this consultant will support us as we develop a new Audience Development Strategy, and flowing from this, a unified Brand Model and three-year Communications Plan. This will involve leading research and consultation sessions to understand current and new audiences, taking a holistic approach that encompasses visitors, participants, customers, and donors. This might involve reviewing existing research and data, as well as sessions with staff and audience groups, including those already engaging as well as those either not currently engaging or engaging at very low levels. The consultant will collate and review all information and analyse this to produce an Audience Development Strategy. The consultant will ensure the strategy is realistic and achievable within the gallery existing resources, or make clear what investment is required. This will require close, iterative work with the Director and Strategic Leadership Team. The Strategy will include a co-developed segmentation model that will be embedded in the new CRM system.

To further extend this work into the organisation, the consultant will draw together existing brand guidelines and recent related work to create a unified visual representation of the gallery's Brand Model. Drawing up plans to present this to internal and external stakeholders, they will devise and deliver training for staff to learn how to draw on and apply the model in their daily work.

Finally, the work will culminate in a Communication Plan that will put forward a fully costed, three-year plan to communicate with target audiences.

### **Key Themes**

Detailed programming and planning is currently in progress for the period beyond Autumn 2023. The outputs and outcomes of this consultancy will play a key part in Programme team decision making. Work to date has identified key audiences that are least engaged or are important priority groups for our work. These include:

- Under 35s
- BIPOCs
- People with disabilities
- LGBTQ+ people
- People living in or from lower socio-economic backgrounds or circumstances

This applies particularly to on-site visitors to the gallery. Work and segmentation models will recognise the complex intersections that operate between these groups.

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Learning participants are a mix of drop-in visitors, where less is known and targeted groups, where we are consciously addressing these imbalances. Monitoring and evaluation exists on a project-by-project basis, but less research is in place about our overall engagement across all activities.

We have little research about customers in our onsite and online shop, our café/restaurant, venue hirers and any of our donors. We anticipate this consultancy will include some research about each of these groups.

## **Output 1: Audience Development Strategy**

The Audience Development Strategy will be used to inform all we do at Turner Contemporary. It will provide the practical means for helping staff make evidence-based decisions about programmes and projects based on where there is potential to have the greatest impact on enriching the visitor experience, audience growth, income generation and return on investment. It will help us plan for the future in many ways, including where to invest, what is best to develop, measure the organisation's activity, forecast visitor numbers, products, services, and experiences for visitors, donors and customers.

The work of this consultancy will produce a report including:

- baseline information about current audiences, including residents and visitors by collating existing research and updating this where appropriate
- categories and descriptions of how audiences currently value and engage with each area of Turner Contemporary's activities and operation
- priority audience groups, including characteristics, interests, needs, disposable income and key behaviours of each group and identify how best to overcome any barriers and engage with them to promote greater understanding of the aims and objectives of the project
- develop communication messages/approaches which are appropriate to the needs and interests of the target audiences
- plan and cost a programme of communications to engage each community or group
- identify future audience engagement trends and present a SWOT analysis on future engagement potential with our programme, work and activities
- make recommendations for monitoring and evaluating the success of audience development

## **Output 2: Brand Model**

The work of this consultancy will produce a report including:

- Visual model consolidating the brand research and consultation
- Narrative covering each area of the model

The consultant(s) will also produce a presentation for various internal audiences and stakeholders to introduce and demonstrate the use and application of the brand model and deliver this is a series of meetings and sessions.

## **Output 3: Communication Plan**

Building on this, the three-year plan will:

- give more detailed recommendations for communications (to dovetail with suggestions from new PR agency) with the aim to engage target audiences across each area of the gallery's activities and operations

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- work with the Director and SLT to ensure the plan is realistic and achievable to our resources
- include a costed and timetabled programme of scheduled activities
- make recommendations for monitoring and evaluating the success of the Communications Plan

## Consultation and Research

The following reports, groups and people may be researched and/or consulted during this consultancy:

- Past reports and research, including BPO Consulting reports on visitors and membership, MHM and Canterbury Christ Church University annual visitor reports and Social Value Report, Jane Wentworth Associate Brand and Guidelines, NPO Application 2023-26, Vision, Mission and Values, Brody Associates Manifesto Proposal and 10<sup>th</sup> Anniversary Brand
- Visitors to the gallery exhibitions and programme
- Groups engaging with people and individuals who are under-represented among Turner Contemporary's current audiences
- Digital visitors and audiences, including website visitors, social media followers and people interacting with other digital channels (e.g. on-site digital screens, Bloomberg Connects digital guide)
- Residents and community groups
- Artists based locally and further afield
- Business contacts, both local, Kent-based, national, and international
- Local and Kent-based peer arts organisations, both not-for-profit and commercial
- Turner Contemporary staff, trustees, and volunteers
- Key contacts at ACE, KCC and Thanet District Council
- Current and potential future informal ambassadors
- Selected Major and Leadership Gift donors
- Selected existing donors, Patrons, and supporters at other levels, including those giving online and on-site
- Selected recent customers for on-site and online shop, café, restaurant, and venue hires
- Selected local, County-wide, National, and international partners and benchmark organisations
- Selected arts sector professionals and workers
- Formal and informal education partners and providers
- Local and County-wide DMO contacts and selected benchmark tourist attractions

## General Points

### Resources

The following resources will be available to the successful consultant(s) to support the audience development work:

- Free room hire to conduct consultations on site at Turner Contemporary
- Access to knowledge and skills of the gallery's staff
- Administrative support for the organisation of events and activities



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Supporting documents available upon request prior to tender:

- Visitor survey data for 2021/22
- Visitor reports for exhibitions since 2019 by Canterbury Christ Church University
- Audited Annual Report and Accounts 2021/22
- Bloomberg Digital Accelerator Project Charter and Outline Plans

## Submission of Outputs

The electronic copies of documents should be A4 documents with photographs and illustrations set in the text and should be presented in accessible language for a non-specialist reader. Submission should be via email to [skohli@turnercontemporary.org](mailto:skohli@turnercontemporary.org) as an attachment or via an online cloud service.

A draft is anticipated on 28 February 2023, with final submission of the Audience Development Strategy by 31 March 2023. Tenders are welcome to suggest extended dates (by up to 2 months), if preferred.

## Timeline

2023

23 January	Extended deadline for tender submission
31 January – 10 February	Interviews and appointment of consultant(s)
13 February	Anticipated Start date
February (option to extend up to 2 months)	Consultation and research
28 February (option to extend up to 2 months)	Submission of draft Audience Development Strategy, Brand Model and Communication Plan
31 March (option to extend up to 2 months)	Submission of final Audience Development Strategy, Brand Model and Communication Plan

## Copyright

Copyright of the plans and any material quoted in it will be assigned free of charge to, and remain with, Turner Contemporary, which will retain the right to reproduce and distribute the reports as necessary to support the project and its work generally.

## Tender Process

Tender Submissions should include the following:

- Methodology and timescale: proposed approach work and programme of work
- Presentation: how findings and recommendations will be presented and proposed format of outputs
- Proposed team: details and relevant experience of the individual/team who will be involved in delivering the contract including the number of days and daily rates of each individual
- Budget: A breakdown of costs to include:
  - Total cost for professional services including VAT
  - Total number of days required to undertake the work and each section of the work

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- Estimated costs allowed for travel, accommodation and other subsistence, if relevant
  - Estimated costs for any other expenses such as printing
  - Total cost for all work and expenses including VAT
  - VAT Status
- Relevant Experience: Details of past work within this sector and within the scope of this work. A minimum of 10 years' relevant experience is expected
  - Professional references from two similar projects relevant to the nature and scope of this brief

## **Budget**

A maximum budget of £10,500 plus VAT, where applicable, is available. The consultant(s) should propose a breakdown of fees, travel, subsistence, accommodation and any other expenses for the contract.

As part of Methodology and Timescale, the consultant(s) should provide details of milestones that they feel are appropriate and achievable. Payments will be made on completion of these milestones.

## **Tender Submissions**

Tenders should be returned by the extended deadline of 5pm on Monday 23 January 2023 to: Sanjivan Kohli, Head of Development Email: [skohli@turnercontemporary.org](mailto:skohli@turnercontemporary.org)

Those shortlisted will be invited for interview online on Tuesday 31 January 2023.

For further information on the project in advance of submitting, please contact Sanjivan Kohli on [skohli@turnercontemporary.org](mailto:skohli@turnercontemporary.org) or 07850 205 712.