

# Heritage Lottery Fund



# Audience development planning at HLF

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## HLF Strategic Aims

Both or either:

- to encourage more people to be involved in and make decisions about their heritage
- to conserve and enhance the UK's diverse heritage

And to:

- to ensure that everyone can learn about, have access to, and enjoy their heritage

# What is audience development?

- Action and activity
- People-asset management
- Attracting and keeping people as an audience
- Helping people access heritage/breaking down barriers
- Involving people in heritage
- Identifying people needing extra help or encouragement

# Your motivation

Well, why ARE you doing it?

# Why develop audiences?

- Moral and social obligation
- Political direction
- Identity
- Sustainability
- Survival-financial and otherwise
- Funding requirement
- Providing value for money
- Spending public money responsibly to the benefit of the public
- The funder tells you to!

## HLF's public

- HLF must make sure it gives money to projects which benefit particular aims and people
- As well as benefiting your own audiences, part of your “deal” with HLF is to help this happen
- The more you want from us the more you will be required to demonstrate your delivery in this area
- Capital and large non-capital
- Bottom line

## HLF's motivation

- Connecting communities
- Involving young people
- Encouraging volunteering
- Breaking down barriers
- Inspiring learning
- Developing skills
- Delivering wider social, economic and environmental benefits-well being, tourism, character and quality of life
- Reflecting our diverse heritage

# Part two

# What is an audience development plan?

- A snapshot of the environment and its potential
- Answers the what, why, who, how and when
- A framework for delivery of activities
- For yourself as much as for funders

## Why do we need one?

- Evidence to HLF that you have examined the audience potential and needs and that your project will effectively meet those needs
- Evidence to HLF that you can sustain the investment
- Demonstrates who your project will ultimately benefit.

## When do we need one?

- Know who your project is for as early as possible
- Get to know your audience as early as possible
- Start planning for it now
- Identify what you can't do alone or need more resources to achieve
- Be clear about what's needed-HLF wants to help!
- Ideally before a stage 1 submission
- Can be done between stage 1 and stage 2
- Preferable to have only particular additional work to do between stage 1 and 2-not starting the whole thing!
- Beware post hoc justification!

## Components of an audience development plan

- A description of your heritage site, collection or item
- The aims of your heritage site, collection or item
- Evidence of the consultation you have carried out
- An analysis of your current audience
- An assessment of the potential for audience development
- Objectives for audience development with priority audiences and measurable targets
- An action plan to achieve the objectives for each target audience

## Key things HLF is looking for

That the plan...

- relates to your organisation's strategy and vision
- tells HLF who's interested or potentially interested and going to benefit from your project
- allows you to take a step back and look hard at what you have, what you need and what you can develop
- provides real evidence for the need for the project and the project's people potential

## Key things HLF is looking for

That the plan...

- clearly and succinctly explains the situation
- clearly and succinctly identifies limits and boundaries
- clearly spells out what is needed or still to do-if anything
- relates exactly to you and your needs, not borrowed from someone else
- and the proposed project relate clearly to one another
- has an action plan to be followed through in the project phase and beyond

## Basically three things:

- Risks- are low or manageable
- Need- is demonstrated
- Benefit- money will be spent for the public good  
things will happen which enrich and  
sustain

# How much is enough?

- Quality
- Results and the outcomes
- Let's talk numbers
- “Proportionality”

## Who does what?

- Beware automatically using consultants for every aspect
- Do as much of the ground work as you can
- Be fully involved and take responsibility for the executing the plan
- Choose your consultants carefully
- Beware the brief!

## Issues in audience development

- Making the first move
- Talking to people
- Consulting and using consultation results
- Building and sustaining relationships
- Putting theory into practice
- How do we know it's right?
- How do we know it's working?
- Resources and support
- Networks

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