**Proposed scope of each action plan – volunteering, audience development, and marketing and communication strategy**

Discussion with the client on the 30th November 2017 drew out the following:

a) Volunteering

* Do believe that the paid General Manager for MM would have responsibility for volunteers at all 3 sites, just MM
* Prefer recommendations on how to co-ordinate/share best practice on volunteering across the 3 organisations
* In time, all 3 organisations would aim to make their volunteer systems consistent
* To match the volunteer offer with that the organisations need on the ground
* For CBF, younger people with special needs will continue to be important, but also very clear that going forward, better recruitment and selection processes are needed to help take on suitable volunteers
* CVS only used by CBF at moment to recruit volunteers. Going forward, CVS should be approached by the 3 as a group, and more made of CVS training courses and help in recruiting Trustees etc
* Recognise training for those managing volunteers is needed but desire to keep this light touch. Interested in training to help manage volunteers with mental health etc issues
* An interest in any opportunities for payment to taking on particular volunteers (e.g. back to work type schemes), but NT cautioned around how realistic this aspiration might be
* Need Data Protection advice (GDPR)
* Discussion around paying expenses, and need for this to be consistent. NT will raise this as a tool for helping attract new volunteers, but it’s up to the client whether they take it forward
* Advice on how to attract quality, future Directors/Trustees (not relevant to PEM). For CBF, key skills being sought are marketing and volunteer management.
* Training in customer service/ visitor welcome etc skills for volunteers needs building into the plan

b) Visitor growth/Audience Development Plan

* That for the client the key ‘performance indicators’ are visitor numbers, income, visitor satisfaction, visitor recommendation (e.g. Trip Advisor), repeat visits, understanding and valuing the cause
* That formal education per se is not part of the brief
* Promoting a shared offer (visit all 3 in one day)
* That based on the Mosaic data, growing the number of visitors from the local ‘in-fit’ audience should be the priority, as here is still plenty of ‘headroom’ to reach people, especially from the Country Living and Rural Reality segments
* At the same time, growing the family audience should be explored, but needs approaching with consideration to each site, setting out what would need to change to make this work
* Springfields Shopping centre – the client’s ambitions for this were to a) Attract potential visitors who spend money, b) Potentially run events/craft demos in the centre; c) Explore potential for corporate volunteering/team building days etc; d) Suggestions from NT on how the client engage Springfields to explore/seize potential opportunities
* Programming – client’s ideas included all taking part in Heritage Open Days. Liked the idea of a cross organisational working group to map out both seasonal events and activity (e.g. Easter, summer holidays), but also periodically changing themes (e.g. the role of women in the various crafts) that run across all 3 and are reflected in related marketing, social media etc.
* Key to build monitoring and review process into WHOLE Business plan.

c) Marketing and Comms strategy

* For now work on the basis that the over-arching brand is ‘Spalding Industrial Heritage’ but the name needs further consideration
* Accept recommendation for a single web presence not separate sites. Ironbridge example welcomed <https://www.ironbridge.org.uk/>
* Consistent visual identity across each ‘sub-page’ (i.e. for MM, PEM etc)
* Would like organisational logos etc to be employed on each heritage attraction’s web-page
* Important to ensure that people visiting the old website addresses will be automatically re-directed to the proposed new combined one
* Agreed on one social media account but need to be careful to bring existing followers over to the new one
* A content management system (CMS) is preferred as this would give the client control as content can be easily and quickly changed and updated, but could cost more. NT to provide options with costs
* The client would look to use volunteers to run/update website once created.
* The client would value advice/guidance on how to write and update content, and where to get the training needed to do this
* Headline ‘web-map’ requested by Geoff. See attached draft, which was welcomed