
Appendix 3: Audience Development Plan

1.0 *Introduction*

1.1 Finalised plans are in place to refurbish and redefine Bishop Auckland Town Hall (BATH) into a thriving cultural hub. The objectives are to:

- Grow participation in the arts
- Support the regeneration of Bishop Auckland town centre
- Increase income opportunities at the venue.

1.2 The venue currently offers the following products:

- Library
- Events programme (theatre, comedy, music, etc)
- Retrospective film (via a DVD player system)
- Private hire (weddings, meetings)
- Café provision.

1.3 The venue's current layout restricts product development and income opportunities. Redefining the space will enable the venue to become a high profile arts hub which includes a programme of live theatre and main stream and event cinema, a restaurant and café, art gallery and redefined library space. Private hire will also still be available at the venue. Audience development work will need to take place to encourage more usage by current audiences and increase attendance from a number of target groups.

2.0 *Audience development objectives and targets*

2.1 Current data (Appendix 2) indicates that the majority of users are local to the venue. They are from lower economic segment groups and therefore have less disposable income for leisure time activities. As well as maintaining relationships with these customers, new audiences will need to be developed to enable the redevelopment objectives to be met.

2.2 Market research indicates that there are 2,786 households within a 10 minute drive time of the venue. From the available current data around 850 households within the 10 minute drive time have used BATH (library or attended events) in 2018*. This is a 30% penetration rate. The library has about a 21% penetration rate and the events programme a 9% penetration rate. (*Actual figures are 1161 which include users within a 30-minute drive time).

2.3 If the catchment area is extended to a 30-minute drive time the reach for the venue is around 60,000 households. The overall penetration rate for the venue drops to 1.4%, the library to 1% and the events programme 0.4%.

2.4 A redefined offer would enable new audiences to be developed in five key groups:

- Young singles, couples and professionals
- Older singles and couples
- Young and older families
- Hard to reach groups
- Visitors to the county.

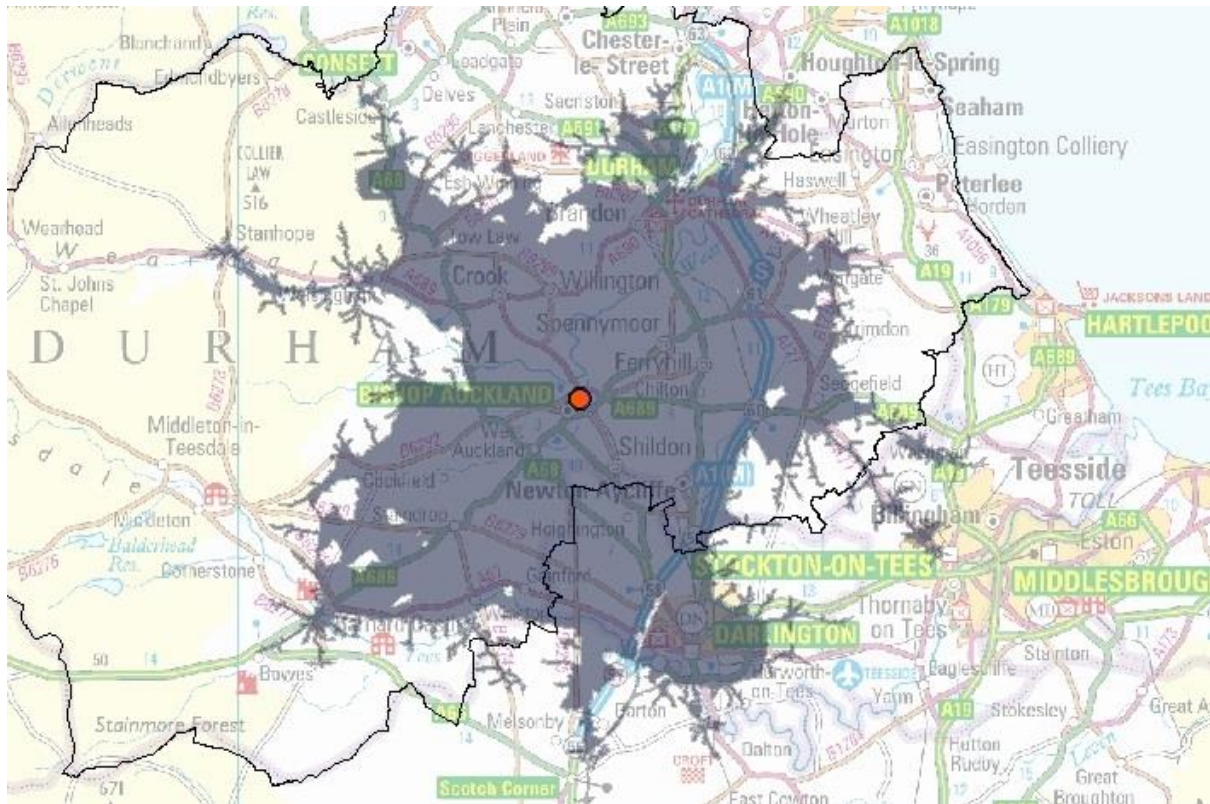
2.5 Mosaic profiling provides insight into the preferred activities of different segment groups. The following table illustrates which Mosaic groups should be targeted for the different products and the size of the market. (Red crosses indicate the hard to reach segments for the different products. Grey rows indicate segment groups which have been discarded due to the size of the market).

Table one - Preferred activity Mosaic Public Sector Groups

Audience description	Mosaic Public Sector Groups	Library	Exhibitions	Theatre	Film & Cinema	Comedy	Restaurant & café	30-minute drivetime households
Older singles & couples	Country Living		x	x	x		x	4,902
Older families	Prestige Positions		x	x	x	x	x	2,912
	City Prosperity							120
Young families	Domestic Success		x	x	x	x	x	3,087
Older families	Suburban Stability	x	x	x	x		x	4,236
Older singles & couples	Senior Security	x	x	x	x		x	5,731
Older singles & couples	Rural Reality	x	x				x	3,696
Young families	Aspiring Homemakers	x		x	x	x	x	4,262
I	Urban Cohesion							526
Young professionals	Rental Hubs		x	x	x	x	x	2,710
Older singles & couples	Modest Traditions			x		x		4,437
Young singles & couples	Transient Renters	x	x	x	x	x	x	6,397
Young families	Family Basics	x			x		x	5,230
Older singles & couples	Vintage Value	x						6,404
Older singles & couples	Municipal Challenge	x	x		x			5,145
Total								59,795

2.6 The following map indicates the 30-minute drive time radius from the venue for audience development targeting.

Map one – 30-minute drive time BATH



2.7 Figures for arts attendance in the North East in 2016-17 were as follows:

- Theatre 41%
- Cinema 73%
- Art galleries 22%
- Comedy 19%
- Library 27%

Penetration rates for products at BATH are currently much lower. However, a re-defined venue and offer will enable growth in audiences.

2.8 Household growth target for Mosaic segment groups for a 30-minute drive time from the venue are listed below. This will enable the estimated increased visitor numbers to be reached. Year 1 growth targets are set at 5%, Year 2 at 7% and Year 3 at 10%. Hard to reach groups are highlighted in red.

Table two – BATH audience development targets

Audience description	Mosaic Public Sector Group	Mosaic preferred activities rating*					Baseline households	Target households			Overarching pen portrait	
		Reading	Art gallery	Theatre	Cinema	Comedy		Restaurant & cafe	Year 1	Year 2		Year 3
Young singles, couples and professionals	Rental Hubs	N/a	131	113	130	Unavailable	116	63	155	189	271	<ul style="list-style-type: none"> • Predominantly young, single people who live in urban locations and rent their homes from private landlords while in the early stages of their careers or pursuing studies • Average age 26-30 and are in employment • Use Facebook, Twitter and the internet every day. Love technology and always first for new gadgets • Channel preference SMS text and mobile telephone • Do not own a car
	Transient Renters	93	88	82	114	Unavailable	98	151	319	447	639	<ul style="list-style-type: none"> • Single people who pay rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on • Average age 18-25 and are in employment • Use Facebook and Twitter every day and the internet monthly. Love technology and always first for new gadgets • Channel preference is text message and mobile telephone • Do not own a car
Young families	Domestic Success	N/a	98	112	121	Unavailable	113	66	154	216	308	<ul style="list-style-type: none"> • High-earning families who live affluent lifestyles in upmarket homes. Their busy lives revolve around their children • Average age 41-45 and are in employment • Use Facebook, Twitter and the internet every day. Will buy new gadgets within six months • Channel preference is email or text message • Own or have a company car

Audience description	Mosaic Public Sector Group	Mosaic preferred activities rating*					Baseline households	Targets households			Overarching pen portrait	
		Reading	Art gallery	Theatre	Cinema	Comedy		Restaurant & cafe	Year 1	Year 2		Year 3
Young families	Aspiring Homemakers	93	N/a	97	123	Unavailable	109	92	213	298	426	<ul style="list-style-type: none"> • Younger households, often with young children, who have recently bought their own home in private suburbs • Average age is 31-35 and are in employment • Use Facebook, Twitter and the internet daily • Preferred contact channel is mobile telephone or email • Own, lease or have a company car
	Family Basics	90	N/a	N/a	105	N/a	88	68	261	366	523	<ul style="list-style-type: none"> • Families with children who have limited budgets and can struggle to make ends meet • Average age 36-40 and are unemployed • Use Facebook every day, Twitter once a month and use the internet daily or not at all • Preferred contact channel is text message or a mobile phone call • Own a car
Older families	Prestige Positions	N/a	131	133	110	Unavailable	116	31	145	203	291	<ul style="list-style-type: none"> • Affluent married couples who live in spacious homes in a prestigious and established residential area. Supporting older children who may live at home or elsewhere • Average age is 61-65 and are in employment or own a business • Do not use Facebook or Twitter but are on the internet monthly • Channel preference is email or post • Own or have a company car

Audience description	Mosaic Public Sector Group	Mosaic preferred activities rating*						Baseline households	Targets households			Overarching pen portrait
		Reading	Art gallery	Theatre	Cinema	Comedy	Restaurant & cafe		Year 1	Year 2	Year 3	
Older families	Suburban Stability	101	94	105	99	N/a	102	80	211	296	423	<ul style="list-style-type: none"> • Mature couples or families, some enjoying recent empty-nest status and others with older children still at home living in mid-range family homes • Average age is 56-60 and are in employment • Use Facebook monthly but are on the internet every day. Do not use Twitter • Prefer not to be contacted but will allow email contact • Own or have a company car
Older singles and couples	Country Living	N/a	115	111	90	Unavailable	100	63	245	343	490	<ul style="list-style-type: none"> • Well-off homeowners who live in the countryside often beyond easy commuting reach of major towns and cities • Average age 66-70, retired or possibly running own successful business • Do not use Facebook or Twitter and use the internet once a month • Channel preference is post or prefer not to be contacted • Own a car
	Senior Security	108	99	107	63	N/a	96	118	286	401	573	<ul style="list-style-type: none"> • Elderly singles and couples who are still living independently in comfortable homes that they own • Average age is 75 and have state and private pensions • Do not use social media • Channel preference is landline telephone followed by post • Own a car

Audience description	Mosaic Public Sector Group	Mosaic preferred activities rating*					Baseline households	Target households			Overarching pen portrait	
		Reading	Art gallery	Theatre	Cinema	Comedy		Restaurant & cafe	Year 1	Year 2		Year 3
Older singles and couples	Rural Reality	99	89	N/a	N/a	N/a	92	180	184	258	369	<ul style="list-style-type: none"> Families, mature couples and older single people who live in rural communities and generally own their relatively low cost homes Average age is 56-60 and are in employment Use Facebook most days and Twitter weekly. Use the internet weekly Prefer not to be contacted but will allow email contact Lease or own a car
	Modest Traditions	N/a	N/a	87	N/a	Unavailable	N/a	107	221	310	443	<ul style="list-style-type: none"> Older people living in inexpensive homes that they own. They are long-settled residents having lived in their neighbourhoods for many years Average age is 45-65 and are in employment Use Facebook but only once a week. Do not use Twitter Prefer not to be contacted but will allow landline telephone and postal contact Lease or do not own a car

Audience description	Mosaic Public Sector Group	Mosaic preferred activities rating*					Baseline households	Targets households			Overarching pen portrait
		Reading	Art gallery	Theatre	Cinema	Comedy		Restaurant & cafe	Year 1	Year 2	
Older singles and couples	Vintage Value	105	N/a	N/a	N/a	N/a	104	320	448	640	<ul style="list-style-type: none"> Elderly people (proportionally more women) who mostly live alone, either in social or private housing, often built with the elderly in mind. Many require an increasing amount of support Average age is 74 and have low incomes Do not use social media Channel preference is landline telephone followed by post Do not own a car
	Municipal Challenge	93	90	N/a	90	N/a	87	257	360	514	<ul style="list-style-type: none"> Long term social renters, some with families but most are single with very low income levels Average age is 56-60 and are unemployed Use Facebook weekly, Twitter monthly and the internet most days. Love technology and always first for new gadgets Channel preference is mobile telephone and landline telephone Do not own a car

* index ranked 0-200, 100 being the average person therefore anything 100 or above is a likely interest or behaviour.

2.9 Additional new audiences will be targeted from the growing visitor economy in Bishop Auckland. Marketing linkages will need to be created with the Auckland Project. Work will also take place with Visit County Durham to maximise visits from County Loving Traditionalists and Free and Easy Mini-Breakers. An initial target for visitors from outside the county is set at 5%.

3.0 *Marketing*

3.1 A integrated targeted marketing plan has been developed for the venue based on the audience development targets (Appendix 11). This will include membership options and ticket sales strategies.

4.0 *Monitoring and Evaluation*

4.1 A number of methods will be used to monitor audience growth and customer satisfaction.

Table three – monitoring and evaluation methods

Method	Outcome	Frequency
Data collection box office bookings	Mosaic analysis of growth in households	Monthly
e-retention process for bookers	Customer feedback on experience	Daily
Footfall monitors	Number of visitors to the venue	Daily
Data collection library management system	Mosaic analysis of growth in households	Monthly
Customer feedback (forms, comments, social media, etc)	Mosaic analysis of household types and feedback on experience	Adhoc
Friends membership journey	Mosaic analysis of household types and customer feedback on experience	Quarterly
Customer feedback surveys	Mosaic analysis of household types and customer feedback on experience	Biannual