



# Otford Palace Conservation Trust

## Audience development plan

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## 1. Objective and scope

This document sets out the Audience Development Plan for the Archbishop's Palace in Otford, exploring the issues of:

- The audience that we are trying to reach, their location and their demographics
- How they can find out about the Palace, and be encouraged to visit
- How they will engage with this important heritage site and
- How they will be encouraged to make a commitment to visit again, spread the word about the Palace and, perhaps volunteer to support the project.

The first version of this Audience Development Plan was written while the project was in its very early stages. There is a detailed feasibility study that includes the first iteration of the architect's plans, but we have not begun the conservation work and development of the interpretation centre and educational study space. The Trust views this as an evolving document that will be revised regularly as we discover more about our potential audience and develop new ideas about enhancing their experience of this important part of our heritage.

The Trust is acutely aware of the opportunities to make an impact on a diverse visitor spectrum through sharing knowledge and stimulating interest in our past. It is understanding the past that helps us formulate the future. The material we share should therefore be informative, easily digestible and interactive as well as thought provoking.

This document incorporates the results of research carried out by Elaine Mccauley under the Statistics for Society programme run by the Royal Statistical Society. The Trust is most grateful to the Society and Ms Mccauley for their support and input.

## 2. Who and where is the audience?

### 2.1 Where will visitors come from?

The Trust believes that the Archbishop's Palace should be an interpretation centre for the whole of the Darent Valley – not just for the Village of Otford. This not only increase the size of the audience, but also its diversity. Our understanding of our audience draws heavily on the study carried out by the Darent Valley Landscape Partnership Scheme (DVLPS, 2016)

Geographically, the audience includes:

- The residents of Otford
- The residents of the Darent Valley (from Westerham to Dartford),
- Visitors from the whole of South-East London.
- Visitors from further afield who are visiting Kent and
- International visitors.

The educational outreach programme, *Darent History Takeaway* (see §3.7 below) will play an important role in reaching younger people in South and East London, particularly in areas of high social deprivation.

We are working with the Sevenoaks Visitor Economy Forum and with Visit Kent to ensure that the Palace is publicised to a national and international audience.

We note that many Darent Valley residents (including those in Otford) have no knowledge of the Palace, or if they do, are not aware of its former scale or relevance. Cutting across these audiences there will be:

- Young people
- Older people (65+ years) who may be interested in visiting the site and attending its events
- Those with diverse backgrounds,
- Persons with disabilities,
- Families with young children
- School groups on organised study trips
- Community groups – who may be interested in visiting the site and attending its events
- Specialist interest groups – particularly those with a focus on history (social, religious, royal, democracy), archaeology and the environment.
- Pilgrims travelling the route to Canterbury
- Educators – those studying history disciplines

We have identified other audiences, specifically volunteers and potential sponsors. Their specific needs are discussed in Section 4 of this document.

## 2.2 The Darent Valley

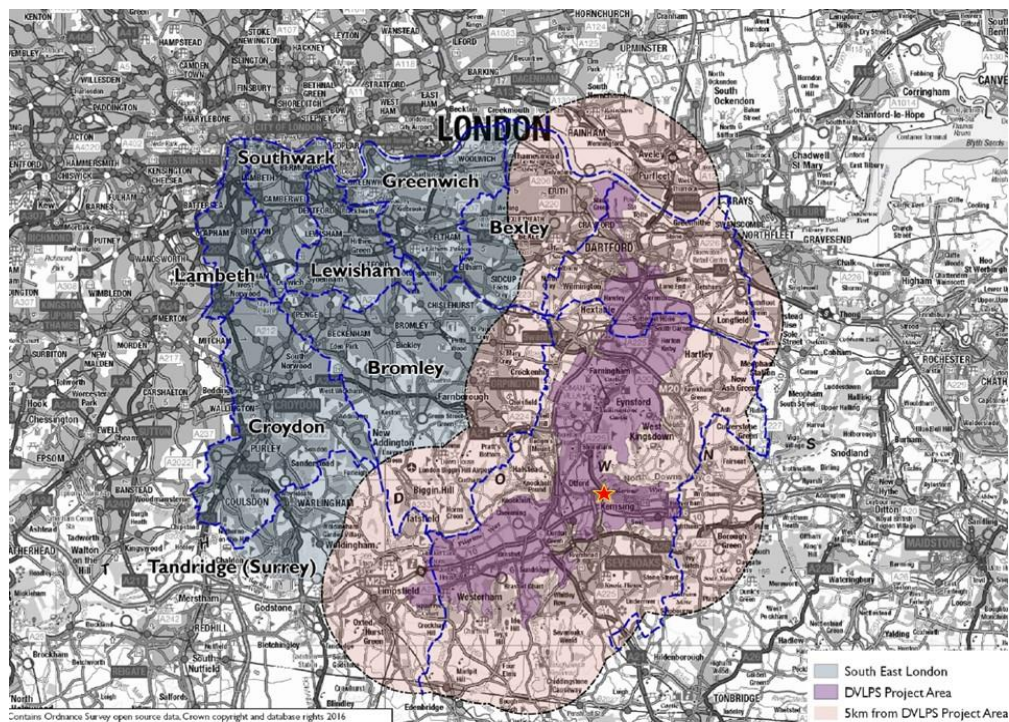


Figure 1: The Darent Valley in the context of South-East London. (DVLPS, 2016)

The Palace is located in the centre of the Darent Valley, an area enjoyed by many visitors. Because of the close proximity of London and the high population of North West Kent, the potential visitor audience to the Darent Valley is huge. 508,870 people live within 5km of the Valley boundary. The number increases to 1.3 million within 10km (the area includes some London suburbs) and to 3.2 million within a 16km radius. With proposed residential development in North-West Kent this number will increase significantly.

Figure 1, taken from the Darent Valley Landscape Partnership Scheme (DVLPS) audience development plan (DVLPS, 2016) shows the position of Otford in relation to South-East London. The position of the Palace is marked with a star. This map shows the 5Km boundary from the DVLPS project area, within which there are over half a million potential visitors.

As the Local Plans across Kent come into fruition with the anticipated drive for significantly increased housing numbers, and the possibility of the proposed development of the London Resort on the Swanscombe Peninsula, between Gravesend and Dartford going ahead a huge number of potential additional visitors could be brought to the area and encouraged to spend time in the Darent Valley and its attractions – including the Archbishop’s Palace.

Recent initiatives from Sevenoaks District Council and Kent Downs Area of Outstanding Natural Beauty are promoting the Valley to UK and international tourists.

### 2.3 More recent data

Data from the recent census and *Audience Finder 2021* show that over 17 million people live within 50 miles of the site – 31% of the population of England. This area includes two of the richest areas of the country: South East and London. Average household disposable income is nearly £25,000 per head in the South East and nearly £30,000 in London, compared to just over £21,000 for the UK<sup>1</sup>. Those living within reach of the site are more likely to be employed and more likely to be in a higher socio-economic group than average. On the other hand, 9% of adults are long-term unemployed or have never worked, and around 15% are disabled (see below).

The tables below show the main characteristics of those living within reach of the Archbishop’s Palace.

	Within			England
	10 mls (16km)	30mls (48km)	50mls (80km)	
Population	600,000	11,600,000	17,200,000	56,500,000
Households	240,000	4,600,000	6,900,000	23,400,000

Table 1: Populations and households living close to the Palace

	Within			England
	10 mls (16km)	30mls (48km)	50mls (80km)	
0-20	150,000	2,800,000	4,100,000	13,000,000
20-65	330,000	7,300,000	10,500,000	33,000,000
65+	110,000	1,600,000	2,600,000	10,400,000

Table 2: Ages of those living close to the Palace

	Within			England
	10 mls (16km)	30mls (48km)	50mls (80km)	
Good English	99%	97%	97%	98%

Table 3: English proficiency of those living close to the Palace (%)

<sup>1</sup>

<https://www.ons.gov.uk/economy/regionalaccounts/grossdisposablehouseholdincome/bulletins/regionalgrossdisposablehouseholdincomegdhi/1997to2020>

	Within			England
	10 mls (16km)	30mls (48km)	50mls (80km)	
<i>Economic activity of people 16+</i>				
Working	60%	61%	61%	57%
Unemployed	3%	4%	4%	4%
Economically inactive	38%	35%	36%	39%
<i>Socio-Economic classification of people 16+</i>				
Higher	18%	17%	17%	13%
Intermediate	26%	22%	23%	22%
Routine and manual	22%	22%	23%	29%
Never worked or long-term unemployed	6%	9%	9%	9%
Student Household	6%	8%	8%	8%
<i>Schoolchildren or full-time students</i>				
Number of students	120.000	2.500.000	3.600.000	11.500.000

Table 4: Economic activity and classification

Note: Figures in these tables are based on census areas most closely approximating to radii of 16, 48 and 80km. Some calculations are based on rounded figures, so should be treated as approximate.

## 2.4 Audience segmentation

*Audience Finder* (the national audience and data development programme) identifies people who might have an interest in heritage, into six groups and provides suggestions into their motivation.

- Commuterland Culturebuffs
  - Dormitory Dependables
  - Trips and Treats
  - Home and Heritage
  - Kaleidoscope Creativity
  - Metroculturals
- a. Commuterland Culturebuffs are keen consumers of culture, with broad tastes but a leaning towards heritage and more classical offerings. Mature families or retirees, living largely in leafy provincial suburban or greenbelt comfort, they are willing to travel and pay for premium experiences, their habits perhaps influenced by commuting. Motivations are multiple, ranging from social and self-improvement, to the pursuit of learning opportunities for older children. They tend to be frequent attenders and potential donors.
  - b. Dormitory Dependables are a dependably regular if not frequently engaging group. Most live in suburban or small towns and show a preference for heritage activities, alongside popular and more traditional, mainstream arts. Many are thriving well off mature couples or busy older families; lifestyle coupled with more limited access to an extensive cultural offer mean that culture is more an occasional treat or family outing than an integral part of their lifestyle.
  - c. While Trips and Treats may not view arts and culture as a passion, they are reasonably active despite being particularly busy with a wide range of leisure interests. Comfortably off and living in the heart of suburbia their children range



in ages, and include young people still living at home. With a strong preference for mainstream arts and popular culture like musicals and familiar drama, mixed in with days out to museums and heritage sites, this group are led by their children's interests and strongly influenced by friends and family.

- d. The Home and Heritage group are conservative in their tastes, this more mature group appreciates all things traditional: a large proportion are National Trust members, while classical music and amateur dramatics are comparatively popular. While this is not a highly engaged group –partly because they are largely to be found in rural areas and small towns –they do engage with the cultural activity available to them in their locality. They look for activities to match their needs and interests, such as accessible day-time activities or content exploring historical events. Localness is key for these keen visitors of nearby heritage sites and lovers of craft activities. We are therefore likely to attract a proportionally larger number of these potential visitors from the local area.
- e. Kaleidoscope Creativity are ethnically diverse, inner-city dwellers who often live in local authority housing close to a lot of cultural provision, but don't tend to engage, as low education, employment and income all act as barriers to access. Some do consider themselves 'arty' though, so community-led, local co-creation can be key to engagement, and culturally specific festivals, street arts, and live music, beyond the western mainstream and outside of traditional venues, all tend to be more popular.
- f. Metroculturals choose a city lifestyle for the broad cultural opportunity it affords. They are therefore interested in a very wide spectrum of activity, but many tend towards their own preferred artform or style. Although active museum attenders, engage more with the performing arts, and many on a weekly basis. Working in demanding but rewarding professions, they are highly educated and have a wide variety of other interests from food and travel to current affairs and architecture.

Audience Spectrum segment	South East Count	%	London Count	%	Combined Count	%
Metroculturals	107,000	1%	2,070,000	29%	2,177,000	15%
Commuterland Culturebuffs	1,670,000	22%	474,000	7%	2,144,000	15%
Experience Seekers	804,000	11%	1,060,000	15%	1,864,000	13%
Dormitory Dependables	1,538,000	21%	564,000	8%	2,102,000	14%
Trips & Treats	1,104,000	15%	134,000	2%	1,238,000	9%
Home & Heritage	805,000	11%	149,000	2%	954,000	7%
Up Our Street	434,000	6%	73,000	1%	507,000	3%
Facebook Families	578,000	8%	234,000	3%	812,000	6%
Kaleidoscope Creativity	203,000	3%	2,291,000	32%	2,494,000	17%
Heydays	181,000	2%	44,000	1%	225,000	2%
Unclassified	82,000		49,000		131,000	
Adults 15+ estimate 2016	7,425,000		7,092,000		14,517,000	

Table 5: Summary of the Audience Finder data

London and the South East have very different populations. Nationally, around half the total tickets bought in the Museums and Heritage section are from these same three groups – Dormitory Dependables, Trips and Treats, and Commuterland Culturebuffs. This suggests there are significant numbers of people within reach of Otford who are likely to be interested in heritage.

The “Home and Heritage” segment, despite the name, do not appear to engage particularly strongly with the Museums and Heritage sector. They buy 9% of all tickets in the South East (2% in London), but national data suggest they buy just 6% of Museums and Heritage sector tickets despite being around 10% of the population. *Audience Finder* suggests that limited access locally, low car usage, and a reluctance to travel, especially in the evening, probably mitigates against more active engagement.

“Supported communities” tend to have low cultural engagement, and may have poor health. They are 2% of the South East Population and buy 1% of tickets, and are even rarer in London. Nearly 15% of the “supported Communities” population lives in the South East or London.

## 2.5 Children and Schools

The Archbishop’s Palace is a suitable site for children and school trips: 3.4 million of the 18m people living in London and the South East is aged under 16. Figure 2 below shows the number of families with and without dependent children.

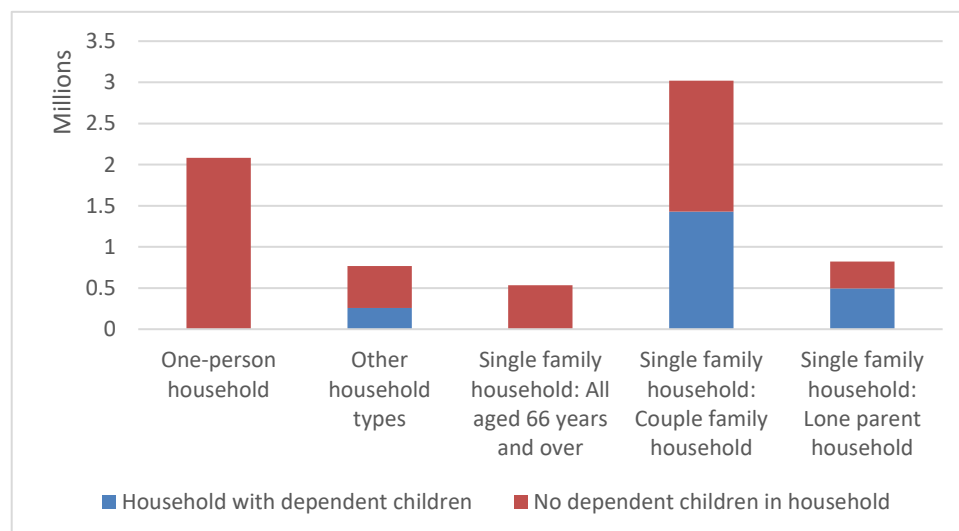


Figure 2: Number of families in London and the South-East with and without dependent children

There are around 3 million schoolchildren in London and the South East, attending around 7,000 schools. Around half a million of these are eligible for free school meals, meaning they have been identified as coming from low income. 1.4m attend state-funded primary and 1.1m state funded secondary schools, with most of the rest (300,000) attending independent schools<sup>2</sup>.

<sup>2</sup> Jan 2022 data, taken 27/4/23, from <https://www.gov.uk/government/collections/statistics-school-and-pupil-numbers>



## 2.6 Car ownership

Nearly three-quarters of households have a car or van, but this is much more common in the south east - 83% compared to 58% in London

## 2.7 Social deprivation

The Indices of deprivation are comprised of a range of separate indicators, grouped into seven distinct domains: Income, Employment, Education, Skills and Training, Health and Disability, Crime, Barriers to Housing and Services, Living Environment.

The most recent available figures (2019) show that deprivation remains a major issue for London. Half of London boroughs are still in the most deprived third of English local authorities – and this has not improved since 2015.

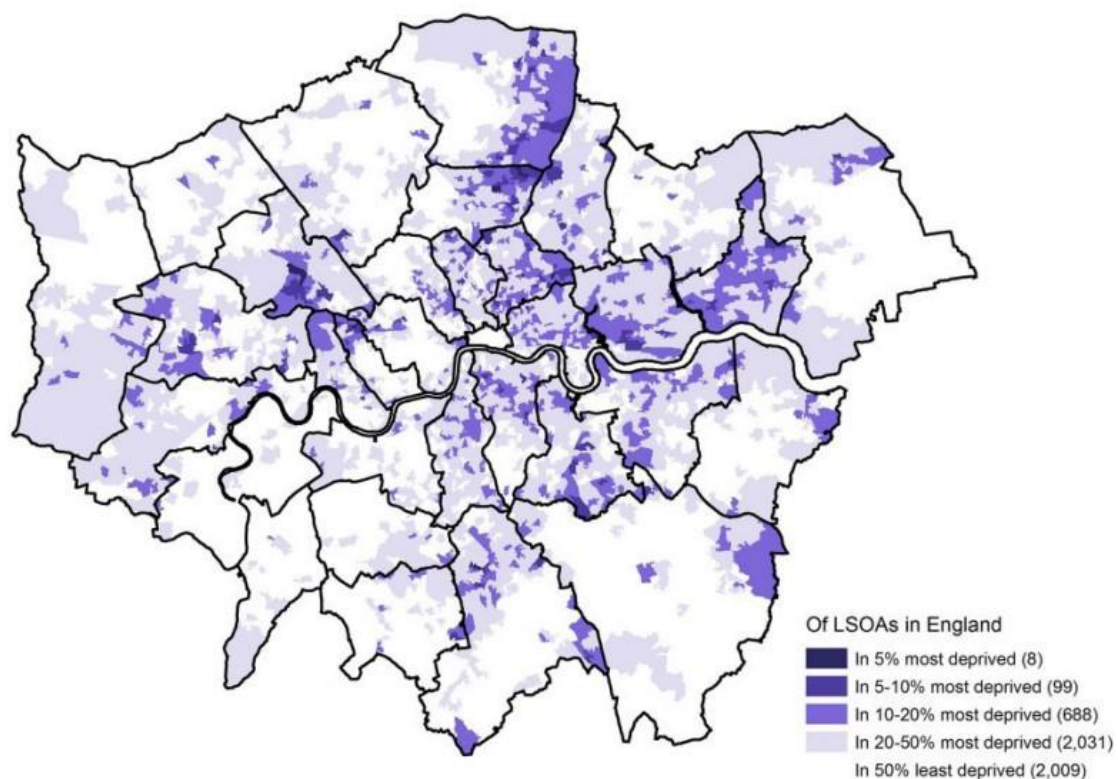


Figure 3: Lower Super Output Area Map of London (Department for Levelling up, Housing and Communities, formerly Ministry of Housing, Communities and Local Government)

Local authority	Income deprivation rank (England)
Hackney	19
Barking and Dagenham	20
Tower Hamlets	23
Newham	44
Lewisham	50
Greenwich	57

Table 6: Income deprivation rank of London boroughs close to the Palace

## 2.8 Persons with disabilities

Around 14.4% of the population of London and the South East is disabled according to the Equality Act definition. Within our 50ml (80km) radius, this falls slightly to 13.9% As would be expected, older people are more likely to have disabilities, but there are nearly 200,000 disabled children in the two regions.

	Distance from the Palace			Total for England
	10 miles (16km)	30 miles (48km)	50 miles (80km)	
Disabled	90,000	1,600,000	2,500,000	9,800,000

Table 7: Number of disabled people in the area of the Palace

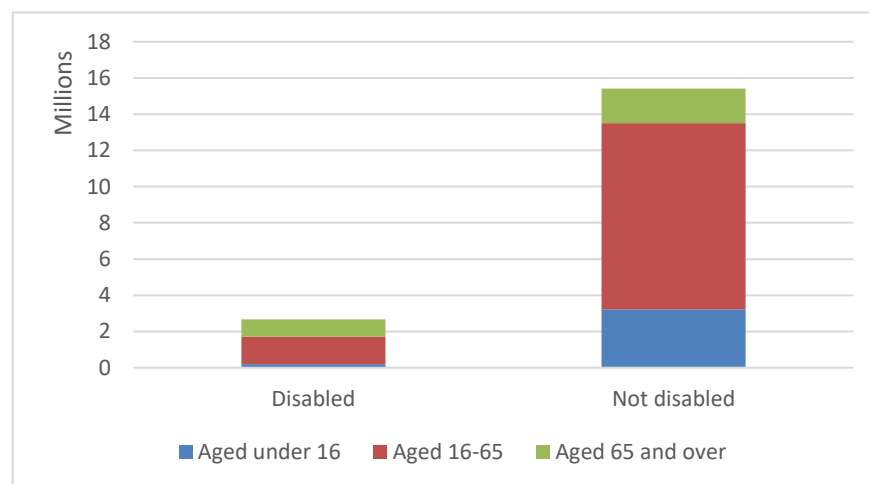


Figure 4: London and South-East England by age and disability

Information on the types of disabilities in the South East and London is not readily available, but we can use national figures to give a guide to the likely prevalence of different conditions.

Impairment type	All disabled people	Children	Working-age adults	State Pension age adults
Mobility	47	16	43	64
Stamina/breathing/fatigue	35	18	34	43
Dexterity	25	9	23	35
Mental health	32	30	44	13
Memory	13	10	13	13
Hearing*	9	5	5	16
Vision	9	5	7	13
Learning	13	26	15	8
Social/ behavioural	11	50	10	2
Other	20	16	20	20
Sample size	8,892	740	4,432	3,720

\* This figure should be treated with caution due to the use of telephone interviewing this year due to covid.

Table 8: Percentage of disable people, impairment types by age group, 2021-2022 for the United Kingdom (Family Resources Survey 2021-22)

## **2.9 Ethnic and cultural diversity**

While there are relatively few ethnic and cultural minorities in the Darent Valley, there is much greater diversity in South-East London and along the North Kent Coast.

While the Southern and Central areas of the Darent Valley are not significantly diverse, this wider area includes potential visitors from a range of ethnic minorities, together with more socially deprived communities in Swanley, Lewisham and Dartford.

The Trust is building on its existing contacts with councillors and officers in the councils in South-East London to explore ways of cooperation that will enable us to engage with this wider audience.

### 3. Removing (or reducing) barriers

Because we are at the start of the conservation project, the Trust has the advantage of being able to consider and address barriers to access in the planning stage, rather than dealing with them in an established site. We note that barriers to accessing and engaging with heritage can be numerous, interwoven and complex and can vary between and within audience groups.

The NLHF identifies six barriers to participation:

- Organisational
- Physical
- Sensory
- Cultural
- Intellectual
- Financial

Considering each of the identified by NLHF

#### 3.1.1 Organisational.

It is important that the Trust is approachable, accessible, inclusive and easy to find out about. In part this relies on the information that is provided in the decision-making phase set out in section 2 of the *APCT Interpretation Plan*. It includes such things as ensuring that the Otford Palace website is easy to use and accessible by those with disabilities. However, we believe that the key lies in the organisation culture. If all those involved in the project from the Trustees down, value being approachable, accessible and inclusive, then this will pervade the experience of those who interact with the Palace. Among other things it will lead to an awareness of potential barriers and proactive ways of overcoming them.

#### 3.1.2 Persons with disabilities

We have grouped the physical, sensory and intellectual barriers together with other disabilities.

Table 8 lists nine specific disabilities with giving percentages for different age groups in England.

- a. Physical: It is no surprise that mobility coupled with stamina and fatigue constitutes the largest group with disabilities. The Palace is fortunate in being located within a few minutes' walk of the Otford Rail Station. We have taken a conscious decision not to build a car park and instead are encouraging visitors, where possible, to travel by rail, bus and bicycle, with the aim of promoting sustainable, car-free travel. We will, however, address the needs of persons with limited mobility and for disabled/blue badge parking.

The architects are aware of the need to eliminate any physical obstructions getting to and around the site. They are addressing the potential issue of access to the first and second floors of the North-West Tower by proposing a lift suitable for carrying a wheelchair, exploring how this can be achieved without compromising the character of the building.

The ground floor of the secure educational study centre in Gatehouse will have step-free access. It is considered impractical to provide disabled access to the mezzanine floor which will therefore be used by staff.

- b. Sensory – hearing and vision: The Centre will cater for the needs of those with a visual and/or hearing impairment by using multiple senses to appreciate the heritage. Outside the buildings, in Palace Field, we propose to create a sensory garden in the Environmental Area.

The Trust has noted the *Accessibility Guide for Hampton Court Palace* (Historic Royal Palaces, 2019) and, although this relates to a far larger heritage site, we propose to create a similar publication for the Archbishop's Palace

- c. Intellectual and neuro-diversity: There are many stories about the Palace and those who lived, worked and visited but these need to be told in way that enable a wide range of people to relate to them, including visitors with mental health, and social behavioural issues, learning difficulties and those who are neuro-diverse. This will require interpretation at different levels so that it is understandable and relevant to a wide range of audiences.

#### 3.1.3 Cultural:

Given the historical and architectural significance of the Archbishop's Palace, it would be easy to fall into the trap of interpreting the site and buildings solely for the benefit of those with a particular interest in the subject. We recognise that our task is to engage with people from a range of backgrounds and interests and enthuse them with history and heritage of the Palace.

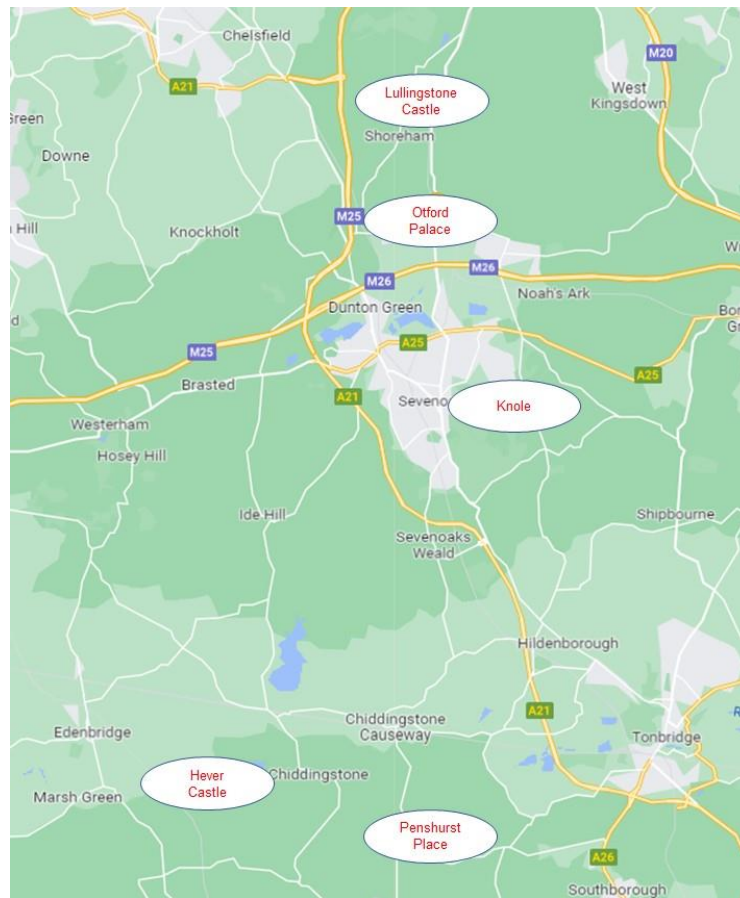
#### 3.1.4 Financial:

The cost of transport to Otford is beyond the control of the Trust, although we are working with the Sevenoaks District Council to encourage bus operators to provide more affordable public transport. The goal is to promote car-free tourism by promoting local rail and buses, walking and cycle hire.

The costs of admission will be a balancing act. On the one hand, the Trust has the goal of sustainability, so that it is not reliant on ongoing subsidies or fund-raising. On the other hand, high admission prices are self-defeating and will discourage visitor from deprived areas. The admission costs will be kept under continual review.

## 4. Attracting wider audiences

### 4.1 Synergy with joined-up stories



*Figure 5: Joined up stories - Five sites with rich Tudor history*

West Kent is particularly rich in heritage sites which attract customers similar to Otford Palace and have similar offerings. The Trust proposes to work with Knole, Penshurst, Hever and Lullingstone Castle to create a joined-up story of the Tudors in North-West Kent. There are connections and timelines that we could write about that could create synergy and encourage visitors to the area to include several sites in their itinerary. This would contribute to one of the objectives of Sevenoaks District Council: to make tourism 'more sticky' and stimulate the economy through an increase in the number of visitors staying in the area for several days.

### 4.2 Enhancing the offering

The Trust has already run some community-oriented events on Palace Field, including the Otford Society 'Picnic at the Palace' and a May Day celebration in 2023, which is to be repeated in 2024. We are talking to local theatre companies about using the Field as an outdoor venue and plans are under discussion for a modern production of a *Midsummer Night's Dream* by Sevenoaks Shakespeare.

In December 2022, the empty Tower was transformed into Sata's Grotto as part of the Otford Village Christmas Fair. In 2023 the Christmas Experience at the Palace will extend over four consecutive Saturdays in November and December.



In addition to the exhibition area in the first floor of the Tower, it would also be possible to use the Gatehouse as an exhibition area when it is not in use as an educational study centre. Most educational visits to Otford are in the Spring and Summer terms: from July through to December it could be used to house carefully created exhibitions.

The Trust will explore the possibility of hosting touring exhibitions that are consistent with the themes of the Darent Valley and its history.

#### **4.3 Presentations**

The Trust offers speakers on various aspects of the Palace (including its history, its archaeology, and the process of running a major restoration project) for groups in the South East of England.

#### **4.4 School and other groups**

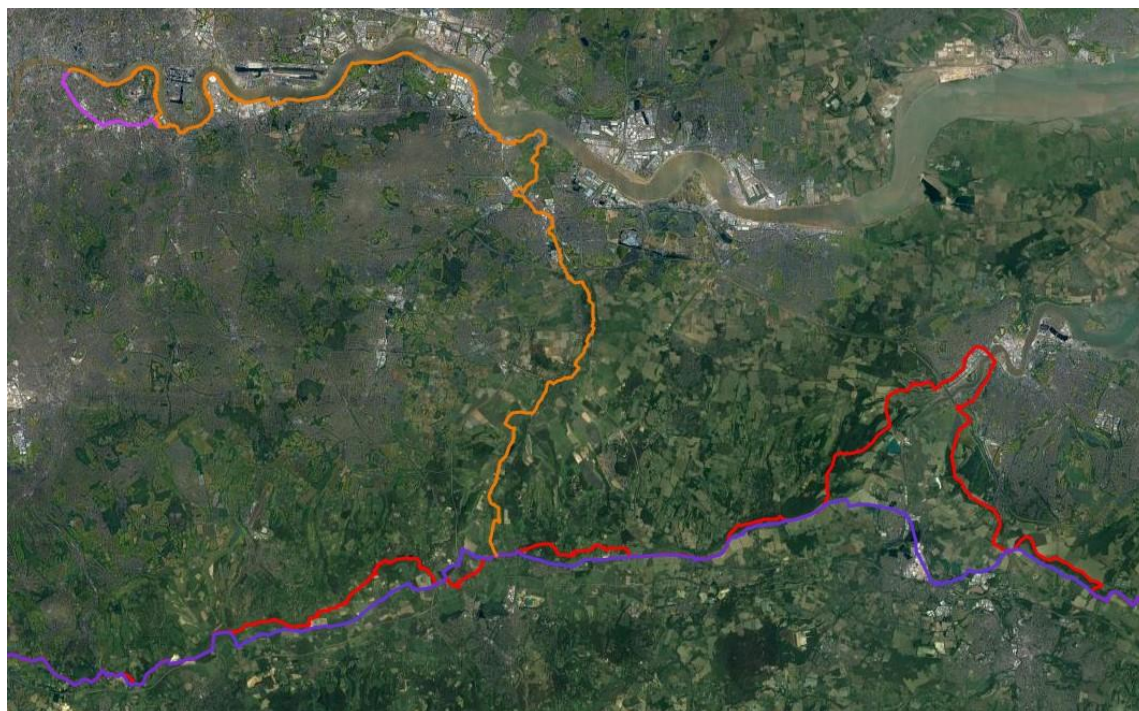
School groups will be supported by educational notes linked to the Key Stages of the National Curriculum, and risk assessment documents for the use of teachers organising study trips to the Village.

Attempts to engage with schools by direct contact with teachers (eg, heads of history departments) during the Covid pandemic, were largely unsuccessful. We need to find another way to promote the Centre for school trips, possibly through advisory teachers.

In addition to history, the Trust will develop educational offerings in geography and art.

The Trust has welcomed commercial and special interest tours with both national and international guests (for example from visiting archaeologists, and Alison Weit Tours) and will be actively promoting these offerings. Palace Field is used by children from Otford Primary School and the site has welcomed students on field trips from local colleges.

## 4.5 Pilgrims



*Figure 6: The Pilgrims' routes - From Southwark (orange) and Winchester (blue) to Canterbury (From the British Pilgrimage Trust)*

Historically, the location of the Palace is significant because it lies at the junction of the pilgrims' routes from London and Winchester to Canterbury. (see: <https://britishpilgrimage.org/portfolio/pilgrims-way-to-canterbury/>). While the numbers of not large, modern-day pilgrims are an important audience.

We propose to strengthen our links with the Church and the British Pilgrimage Trust to promote the Palace with its rich archepiscopal history as a 'must see' stop on their route.

## 4.6 Mental health and well-being

Working with organisations such as West Kent Mind and North Kent Mind, the Trust will develop activities that use the acknowledged relationship between heritage and well-being, to support their work in the local area.

## 4.7 Ambassadors

The Kent Ambassadors are a grouping of highly successful, experienced and influential people who either live or work in Kent and who have come together, by invitation of the County Council, in a voluntary arrangement to help all aspects of life in Kent. Currently there are around 90 people involved. One of our trustees is a Kent Ambassador through whom we will grow our links with them to leverage their network of contacts in order to increase awareness of the Palace

## 4.8 Segmented marketing

Segment	Strategic				Tactical			
	Speaking engagements and exhibitions	Direct mailing	Local press	Reciprocal marketing	Social media	Direct mailing	Local press	Reciprocal marketing
Commuterland Culturebuffs	Presentations on various aspects of the Palace	Build up loyal mailing list	Supporting local heritage	Reciprocal brochure. Joined up stories Joint ticketing. Darent Valley Card		Involvement as volunteers		
Dormitory Dependables					Local social sites – Facebook and Nextdoor	Newsletters featuring specific events	Advertorials on key events	
Trips and Treats						Targeted newsletters		School partnerships
Home and Heritage			Weekly advertisements and editorial		Local social sites – Facebook and Nextdoor	Posters		
Kaleidoscope Creativity							Free events (eg guided environmental tours) as taster for closer involvement	Partnership with local groups, eg u3a.
Metroculturals			Opportunities to get involved in the Palace		Interactive social media activities (eg, quizzes)	Segmented mailing list – Friends of Otford Palace	Advertorials Online exhibitions and collection catalogue	

## **5. Sponsors and volunteers**

### **5.1 Sponsors**

Particularly during the initial years of the project to conserve the Archbishop's Palace, sponsors, both existing and potential, will be very important audience.

In return for their sponsorship, we offer public recognition (currently on the Otford Palace website but later on a board to be displayed prominently in the North West Tower. Sponsors will get guided tours of the Gatehouse and Tower. They will also be invited to bring staff and valued clients to events, with the opportunity to meet the performers at a private reception. This approach will assist in creating and sustaining a 'Friends of the Palace' network through which we aim to build and maintain ongoing relationships with our sponsors through the Friends of the APCT mailing list and through social media.

### **5.2 Volunteers**

Throughout the project there is the concept of volunteers working in partnership with, or under the supervision of, experienced paid staff. The trustees themselves, of course, are volunteers. In the Operational Phase, much of the day-to-day operation will be supported by volunteers, although we have allowed for paid staff in the shop.

The Trust is working with the Maidstone Community Payback team, part of the HM Prison and Probation Service, offering offenders sentenced to community service. The work is focussed on Palace Field and includes tasks such as weeding, and removing ivy. The aims of these placements which should be seen to be constructive and of benefit to the community are:

- to contribute to a greater public awareness and understanding of the Unpaid Work requirement;
- to encourage a sense of pride in a job well done; and
- to promote the rehabilitative opportunities of the sentence through developing work ready skills, such as good timekeeping and working cooperatively with others.

There is a considerable amount of work to be done in the further exploration of Palace Field, research into the history of the Palace, and in the cataloguing and curation of the museum.

We anticipate that the volunteers will gain new skills which will not only be intrinsically rewarding but also helpful in their future activities. The impact on the volunteers will be assessed through interviews at the end of the project and they will be contacted again after six months to ascertain the longer-term benefits.

As with our sponsors, we aim to build and maintain ongoing relationships with our volunteers through the Friends of the APCT mailing list and through social media. Trustees will hold regular reviews with volunteers to determine whether their wants and needs are being met through their activities with the Trust.

## 6. Evaluation

The evaluation will consider the potential and actual audience for the Archbishop's Palace from Otford, The Darent Valley and further afield. The Trust has taken early advice from a specialist, independent evaluation organisation, to assist with the methodology and the identification of relevant data.

The Trust is planning to conduct a baseline study of visitors, the reasons for their visit and their current perceptions, wants and needs. The proposed methodology is to count visitor numbers at the main points of entry to the Village – specifically the railway station and the High Street car park. This will be supplemented by questionnaires completed by a sample of visitors. Subsequent studies will then be carried out on an annual basis, tracking perceptions of the Archbishop's Palace. The survey will also be looking at repeat visits: what brings visitors back – or discourages them from returning.

The Otford Palace website is instrumented to enable us to collect information on the numbers of visits to the site and we will use Google Analytics to determine the individual pages visited.

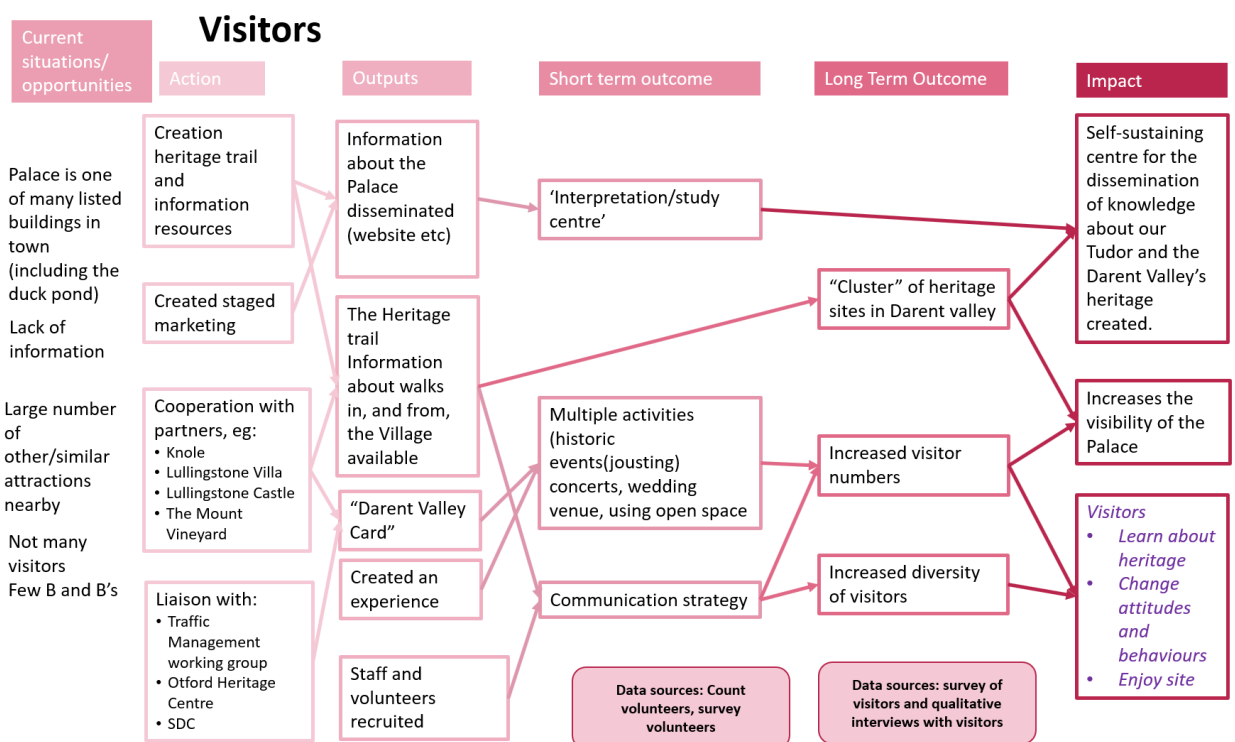


Figure 7: Theory of Change model for the Palace audience

## 7. References

DVLPS (2016) *Audience Development Plan*. Darent Valley Landscape Partnership Scheme, Shoreham.

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