



## Credentials Presentation March 2023



## Petersham Group

**Petersham Group: a specialist leisure consultancy working across the Experience Economy.**

Established in 2003 it's run by its two founding directors - Jonathan Rounce and Keith Thomas - who jointly have over 70-years experience in the international leisure industry, both as consultants and as developers and operators of visitor attractions.

Our team's 'hands-on' experience embraces the development and management of museums, visitor attractions, theme parks, family entertainment centres, historic & heritage properties, resorts, hotels and restaurants.

This gives us a broad and dynamic base from which to identify emerging trends & to identify the benchmarks of success (& of failure).

We bring a world-leading team of experienced associates to each project.



Keith Thomas & Jonathan Rounce running a workshop in Lisbon in May 2015

# Petersham Group

A leading leisure business consultancy, we have completed over 100 consulting projects worldwide.

Our work is truly international, with projects located in Portugal, China, Kuwait, Estonia, Finland, Germany, Kenya, Malaysia, Mauritius, Vietnam, Egypt, Sweden, the USA, and the UK

Clients include:

Local and national government

Entrepreneurs

Investors & banks

Developers and operators of museums  
& visitor attractions

Architects & designers

A range of other entities across the private,  
public and not-for-profit sectors

As sector experts we are often asked to speak on aspects of the Experience Economy to conferences and seminars



Treesurfers  
High Ropes  
Course (UK)



Madeira Story  
Centre  
(Madeira)

# Our work

## What do we do?

The majority of our assignments fall into one of the following categories:

- Project management of attraction & leisure development;
- Benchmarking, developing and testing concepts;
- Options appraisals;
- Feasibility Studies
- Business planning & financial modeling;
- Master planning advice;
- Funding advice & assistance (including validation of business propositions);
- Operational consultancy;
- Executive management services.

Our core focus is on **advising** on the funding, development and management of visitor destinations and attractions

Helping clients and their advisers to translate ideas into **viable leisure business propositions**



London Thrill  
Park, Las Vegas



Houses of  
Parliament,  
London



Vinpearl Resort  
Phu Quoc,  
Vietnam



Sheikh Abdullah Al Salem  
Cultural District, Kuwait



Aquatopia,  
Antwerp

Examples of our work

## Frameless (UK)

Frameless is redefining the experiential immersive art space. Situated in Marble Arch, in London's West End, it is the largest permanent multi-sensory experience in the UK. Frameless features four galleries and showcases some of the world's greatest works of art presented in ways never seen before.

Petersham Group advised parent company, Immersive Arts during the successful run of their Van Gogh Alive! temporary exhibition in Hyde Park in 2021 where it attracted over 250,000 visitors in 4 months.

Based on this success, Immersive Arts has gone on to develop **Frameless**, which opened in October 2022 and anticipates over 750,000 visitors annually.

We advised on the potential market for the attraction, taking into account the likely recovery of tourism in London post-Pandemic, and on potential annual attendance, generation of revenue and likely operating costs. In 2022, we managed the tender for the online booking and CMS system, developed a group & trade marketing strategy, and most recently, supported an international benchmarking exercise to identify other cities suitable to host Frameless.



## Silverstone Interactive Museum (UK)

The £18.2m Silverstone Interactive Museum opened in 2020, comprising a 6,000m<sup>2</sup> new build project at the F1 circuit.

Petersham Group worked closely with the client, the British Racing Drivers Club, & with attraction designers, Mather & Co. on the project, preparing a 'Key Assumptions & Indicative Financial Outcomes' document as part of a Round II UK Heritage Lottery Fund (HLF) bid & subsequently, carrying out a Business Planning exercise which led to a £9.1 million grant award from HLF.

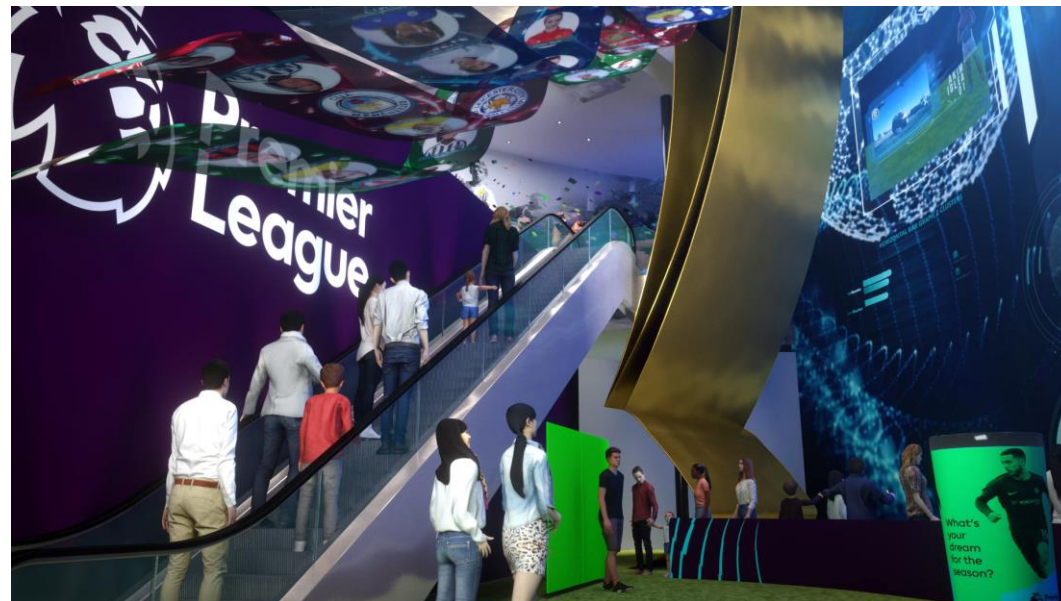
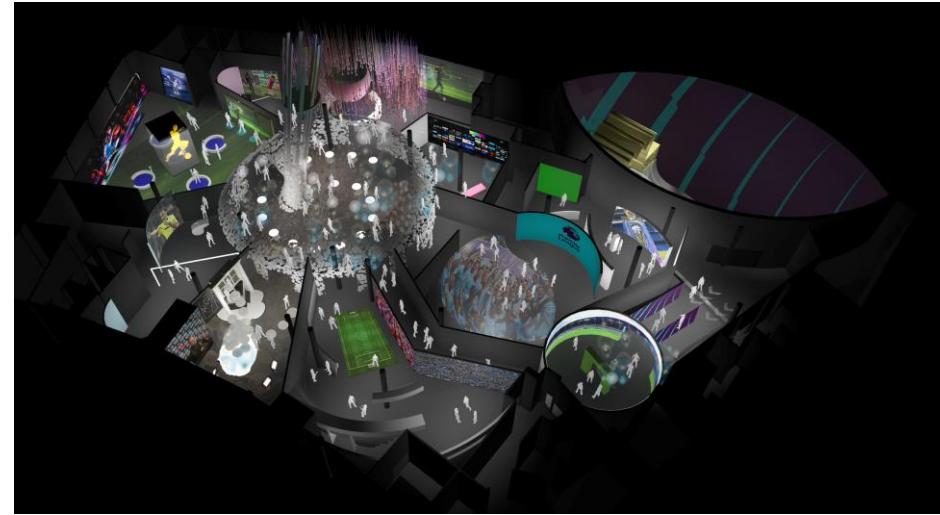


## Premier League Experience (UK)

The Premier League is the most watched soccer league on the planet with a global reach across 200 countries. However, it remains one of the few elite sporting competitions not to have a dedicated fan destination.

In 2018, the English Premier League (EPL) explored the potential to create a Premier League Experience at the O2, one of the UK's leading destinations for entertainment, Petersham Group carried out an analysis of the market for major visitor attractions in London, including detailed analysis of inbound international tourism, working with the EPL team to model likely attendance levels and achievable ticket prices for the attraction.

Working closely with sports attraction design specialists, Mather & Co. a concept was developed for the visitor experience at the venue, and we crafted a financial model to integrate into the business plan, based on their design scheme.



## reefLIVE Aquarium Belfast (Northern Ireland)

The £12 million reefLIVE Aquarium is planned to open in Belfast's Titanic Quarter in 2025, offering an immersive, fully engaging visitor experience for all ages, focussing on the marine environment both at home and internationally, and comprising stunning live aquarium displays and cutting-edge interpretive technology.

We created the Design Brief for the architects and the Creative Brief for the exhibition designers, going on to co-ordinate and lead a series of concept development workshops.

In parallel, we undertook initial market research and analysis, developed visitor projections and integrated this data into the project business plan.

Following this initial feasibility and scoping stage, we oversaw and managed the professional team as project directors, going on to pilot the project through local government planning approval. Currently, our work is supporting the corporate fund-raising programme.



## Guide Dogs for the Blind (UK)

Guide Dogs for the blind plan to create a National Visitor Centre to showcase the organisation to members and prospective members, based at their national breeding centre located just outside Leamington Spa in the Midlands.

After a period of research and site visits to familiarise ourselves with the services that Guide Dogs offers currently, we carried out a series of workshops with the core project team with the aim of defining the objectives of the project, establishing how it related to the newly-adopted brand statement by Guide Dogs and investigating how it would relate and be communicated to the identified audience.

In parallel, we undertook initial market research and analysis, developed visitor projections and integrated this data into the project business plan.

We then presented the findings back to the senior management team to allow them to make key decisions around the project and to feed back to the project design team.



## Sheikh Abdullah Al Salem Cultural District (Kuwait)

Amongst the largest groups of museums in the world, the Sheikh Abdullah Al Salem Cultural District is located on a 13-hectare site. It houses four world-class **Museums**, a **Fine Arts Centre**, a **theatre** and two Information Centres, with the facilities being linked by a central covered 'street' allowing visitors and residents to pass through the site from the city to the seashore of the Arabian Gulf.

Petersham Group, working with **HSD** provided a programme of Operational and Institutional Planning Consultancy to the project, helping the project team to plan its future management & to make key decisions regarding operational matters during the development phase.

Tasks included reviewing the potential market demand for the project & developing an operating strategy to work within the context of the architectural and exhibit design.

The project opened in 2019.



## Gardens by the Sea, Bognor Regis (UK)

A dramatic new regeneration project is planned for the historic south coast resort of Bognor Regis. The Council's preferred concept included the creation of a year-round coastal destination, 'Gardens by the Sea', anchored by a 3,000m<sup>2</sup> Winter Gardens and a new Theatre and cultural centre.

Petersham Group worked with a team including Urban Delivery, Arup and Kay Elliott Architects to inject compelling but sustainable leisure concepts into a scheme which includes a hotel, retail and restaurants with views of the sea & a roof garden/performance space above the new theatre.



## Il Monte Galala Resort, Al-Sokhna (Egypt)

Egyptian developer, Tatweer Misr is constructing the Il Monte Galala resort with the aim of it becoming the premier coastal resort destination on the Gulf of Suez.

Utilising stunning mountain and coastal topography, a new resort is being created offering international standard hotel accommodation, over 2,000 luxury residences and an unparalleled range of sporting, entertainment and leisure facilities, a mix that will be unique to Egypt.

Working closely with Italian master planning architects, 5+1AA and retail architects, BCI Design Ltd. from the UK, Petersham Group's role in the project was to identify and locate in the master plan a unique range of viable market-leading leisure, sport and entertainment experiences, taking advantage of the coastal location, which will be success drivers for the resort, creating a distinctive identity and character for Il Monte Galala.



## Madeira Story Centre (Madeira)

An €8 million development, the 'Madeira Story Centre' tells the story of the history and culture of this beautiful island in an interactive, entertaining and informative way.

Designed by **HSD**, it uses a wide range of media, from physical and IT-based interactives through to costumed guides, 'smell boxes', models and real artefacts.

Petersham Group was initially contracted to crystalise the client's vision for the project and to assess the project's prospects through the preparation of a feasibility study and business plan.

We were subsequently contracted by owners, Blandy Group SGPS as project directors and coordinators for the development and subsequent operation of their project.

The Centre opened in 2005 and continues to offer a great visitor experience for visitors to Funchal.



## Hailongtun UNESCO World Heritage (China)

Commissioned by Chinese tourism corporation, Legend Group, Petersham Group worked together with the client's master planners and with UK design agency, Imagemakers, to develop a revised business and master plan in 2017.

This was aimed at guiding the relaunch of the Hailongtun 'Chieftain Town' historic theme park and linking it to the management of the neighbouring UNESCO World Heritage site of Hailongtun Castle.

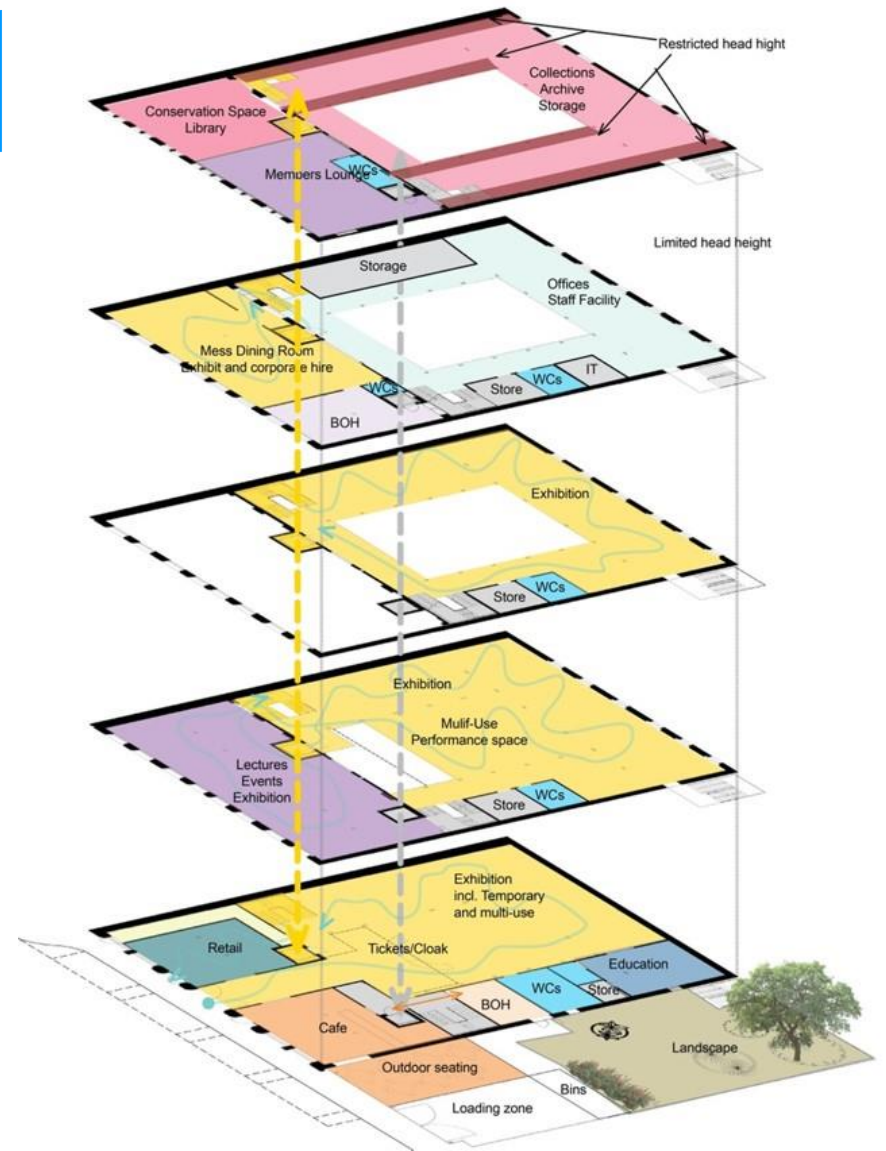
Tasks included a detailed review and assessment of background information, including analysis of historic performance, a site visit and follow up workshop sessions with the Legend client team and their professional advisers, before making a full report with recommendations to improve operational efficiency and diversify and increase revenue generation.



# Royal Irish Regimental Museum (Belfast)

A project which has required great sensitivity, to investigate and assess options to consolidate the 4 regimental museums of the Irish Regiments of the British Army in Northern Ireland into one museum on two sites, telling the story of the Irish Soldier in the service of the British Army

Petersham Group completed an Options Appraisal to recommend the best location and format for the museum & went on to deliver a full feasibility study and design brief for the project, demonstrating how a sustainable outcome could be achieved. The regiment has recently acquired the preferred site in central Belfast and has raised significant funds to realise the project, based on our work.



## World of Discoveries, Porto (Portugal)

Leading Portuguese tour operator, Douroazul Lda. acquired around 4,000m<sup>2</sup> of old port wine warehouses in the centre of historic Porto. One part has been adapted to become their central headquarters and Tourist Information Centre, whilst in the other half, a brand new visitor attraction was built, telling the story of the Portuguese discoveries of Africa, Brazil, South East Asia and eventually the first circumnavigation of the globe.

Douroazul commissioned a team comprising Petersham Group and Haley Sharpe Design to plan the attraction, carry out a feasibility study and design the concept for the project through a series of workshops. Working closely with Douroazul President, Mario Ferreira, a wholly unique idea was developed.

This project demonstrates how Petersham Group works closely with design teams and clients to develop new and viable attraction concepts. The project opened in 2014.



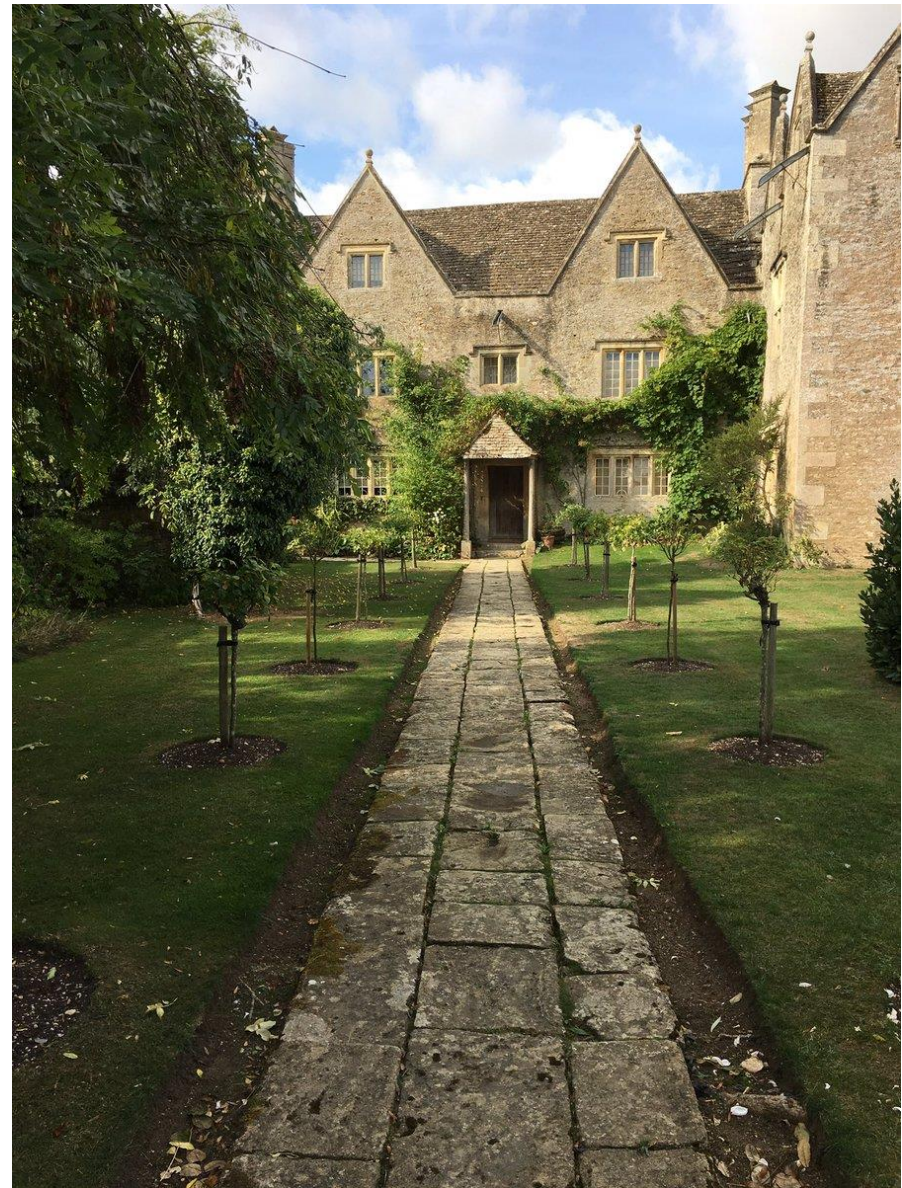
## Kelmscott Manor (UK)

Kelmscott Manor near Lechlade, was the summer home of designer, William Morris from 1871 until his death in 1896. It had been developed as a visitor destination by the Society of Antiquarians but required major capital investment.

To support the grant applications to fund the development vision, the Society assembled a consultant team to work alongside their in-house project board with Petersham Group undertaking all the business planning and associated modelling work.

A £4.3m, Round 2 grant from the Heritage Lottery Fund, was secured in October 2018, and with other funding from Arts Council England, The Architectural Heritage Fund, & a number of supportive charities and foundations the amount raised in total is over £6.0m.

The transformation was delayed by pandemic but with capital works complete, the Manor reopened in 2022



## Vinpearl Resort & Waxworks Attraction, Phu Quoc (Vietnam)

**Vingroup JSC** (Vingroup), ranked amongst the leading real estate and tourism business groups in Vietnam, are developing over 3,000 Hectares of land located at the northern end of Phu Quoc Island, off the south coast of Vietnam.

In November 2014 they completed the first phase of the Vinpearl Resort and Spa, Phu Quoc and have now gone on to develop a second phase, including additional hotel, villas, Zoo and Safari Park, golf courses and convention centre / casino.

With our input, Vingroup is now developing ideas for an entertainment complex which will include a 'World Showcase of Culture and Cuisine' and a range of attractions including a Waxworks Attraction of a size and standard similar to Madame Tussauds. Petersham Group completed a **feasibility study for the Waxworks Attraction** and has made a range of recommendations regarding its design, development and operation.



## Bournemouth (UK)

In 2008 Bournemouth Borough Council embarked on a major **public consultation exercise** to debate its 'Town Centre Master Vision' –a blueprint to enhance the town and enable it to compete more effectively as a distinctive destination in which to work, live or visit.

Petersham Group was appointed to assess development opportunities on behalf of the Council. We staged a series of **Stakeholder workshops** to identify a range of deliverable development options for three key areas of the town: Pier Approach, the former Winter Gardens and the magnificent Victorian Gardens.

We brought together a raft of innovative development ideas, priorities and themes, into a comprehensive report document that formed the basis of the development master plan adopted by the Council.

Recommendations arising from this master planning exercise have been implemented across the 3 sites, including creating a new events area at the seafront, water play features, landscaping in keeping with the history and geology of the area, new seafront tourism information centre and night-time display lighting, with a total investment of around £4 million.



## Osea Island (UK)

A privately owned island in the Thames estuary with world-renown recording studios.

Known as a perfect location for events, weddings, holiday lettings and festivals, all year round.

Petersham Group produced a development plan to evolve and support the refinancing of the business as a unique events and wedding venue and as an exclusive holiday destination



## Enterprise Estonia (Estonia)

In 2014, Petersham Group, working with local agency, BDA, won the contract to deliver a series of workshops across Estonia, focusing on the process of the development of new visitor attractions

In Tallin, Parnu and Tartu, we devised and led seminars for groups of up to 50 people, ranging from operators of private and public sector attractions, museums and wildlife parks, through to entrepreneurs seeking to create brand new attraction concepts.

In 2020-21, we were asked to conduct and deliver a new exercise, working with a number of established businesses from across the whole visitor economy to advise them on developing their businesses, identifying new markets and improving their management operations. Clients included a Spa Hotel, Sailing Holiday company, Rural tourism provider and a digital enterprise centre. Client came from both the Estonian and Russian-speaking communities. This contract has been renewed in 2022 & 2023.



## Houses of Parliament, London (UK)

As one of the most iconic buildings in Britain, the call to help determine how the Houses of Parliament could be opened up to the general public was a challenge that was too good to resist!

Tasks include establishing how the public could be guided through the Palace of Westminster, balancing the influx of thousands of tourists within a very busy and security focused complex & ensuring that the operation of Parliament and the rights of access and movement of all Members and Officers were preserved.

We also advised on establishment of a Central Ticket Office & on the allocation of guides for all tours within the Palace of Westminster.

The tour is now an established part of the Parliamentary programme with over 1 million visitors a year.



Our people

# Profile

## Keith Thomas

BSc. Hons (Lond.)

### Areas of Expertise:

- Development of projects from concept, through planning and design, to launch and into successful operation
- Integration of leisure and entertainment components into complex master plans
- The organisational, contractual structuring and management of leisure projects.
- Leisure Trends
- Sustainable tourism



### Thumbnail Career:

#### 2003 - Date;

##### Petersham Group;

International leisure business consultancy

##### Chief Executive

#### 1998 -2003;

**Grant Leisure Group;** International visitor attractions consultancy & attractions operator

##### Projects Director

#### 1992 –1998;

**Vardon Attractions Ltd. (now Merlin Entertainments plc)**

**Development Director** in charge of all aspects of new project location, development & opening of Sea Life Centres, Dungeons & other attractions

#### 1985-1992;

**Sea Life Centres Ltd.**

**General Manager** of Sea Life Centre aquarium projects in UK, Holland

#### Previously;

**1983** Graduate in Marine Biology from Royal Holloway College, University of London, followed by Marketing Manager Reed Executive plc

### Current Projects:

- reefLIVE Aquarium, Belfast. Project Director for reefLIVE's new aquarium concept for the 21<sup>st</sup> century, due to open in the historic Titanic Quarter in Belfast, Northern Ireland in 2024. (2019-ongoing)
- Frameless, London: Providing business planning & managing booking / CMS tender for new digital arts attraction, now open in the West End in October 2022 (2021 – ongoing)
- 'Afunda O Barco' , Algarve, Portugal. Business planning & concept development for a new day-visit dive resort, to be located in the sea over 10 new artificial reefs based on sinking repurposed naval ships. (2020 – ongoing)

### Recent Experience:

- London UK. Development of a detailed business plan and operating strategy for a new visitor attraction planned for The O2, London, showcasing an internationally renowned Premier sports league (2018 – 2019)
- Guide Dogs for the Blind (UK): Business & operational planning for the development of a new national visitor centre for one of the UK's leading charitable trusts. (2019)

### • Other Experience:

- Il Galala Sokhna Resort, Egypt: Masterplanning the leisure & entertainment components of a new resort on the Sinai coast in collaboration with architects, BCI Studios (2015-2016)
- Phu Quoc, Vietnam: Feasibility study for a 'Madame Tussauds-style' waxworks attraction for leading leisure & real estate developer/ operator, Vingroup. (2015)
- 'Sea Life Centre, Porto': Site evaluation, grant funding support & general operational advice to Merlin Entertainments (Opened 2009)
- Madeira Story Centre, Madeira: Project management & business planning, initial management new attraction (Opened 2005)
- Lecturer in Sustainable Tourism Management, Business School, University of Exeter (Ongoing)

# Profile

## Jonathan N Rounce

FCA FIH



### Areas of Expertise:

- Business & operational planning
- Integration of leisure into mixed-use schemes
- Financial structuring & funding
- Corporate governance
- Leisure trends



### Thumbnail Career:

#### 2002 – Date

**Petersham Group,**  
International leisure business consultancy  
**Executive Chairman (retd.)**

#### 1994 - 2002

**Grant Leisure Group,**  
International visitor attractions consultancy  
**MD & Finance Director**

#### 1992 - 1994

**Roux Brothers**  
Food importing business  
**Finance Director**

#### 1988 - 1992

**Arlington Securities Plc,**  
Property development  
**MD of leisure arm,**  
Marina, golf course, catering & other leisure development projects

#### 1978 - 1988

**Coopers & Lybrand (now PWC)**  
Established & ran the London-based tourism & leisure consultancy practice

#### Previously

Professional training as an hotelier and caterer & then as a Chartered Accountant, followed by 3-years with Hallway Hotels Overseas Ltd

### Current Projects:

- Kelmscott Manor – business planning for the enhancement of the former country home of William Morris, of the English Arts and Crafts Movement, following the successful Round 2 grant application to the HLF (2017 – opened 2022)

### Recent Experience:

- Bognor Regis – Expert Leisure input to a multi-disciplinary team commissioned by Arun District Council to establish the redevelopment potential of two key town centre sites & develop a concept masterplan as a pre-cursor to seeking appropriate development partners (2017-18).
- Silverstone (UK) - business planning for Silverstone Interactive Museum, business planning for a major new £20m visitor experience, the project also includes accessible archive & heritage tours across the wider Silverstone site in Northamptonshire. The plan secured a £9.1m HLF grant and substantial funding from 5 local authorities and two LEPs authorities and two LEPs (2018 - Opened 2020)
- London Fire Brigade Museum – business planning for the new LFB Museum to be sited within the former LFB HQ building on the Albert Embankment as part of a major PPI regeneration scheme being undertaken by U+I Group Plc for the London Fire and Emergency Planning Authority (2018-19)
- Blackpool 'Central Leisure Quarter' – development of a new leisure vision for this 7.15 hectare site to generate an additional 1m visitors a year to Britain's largest coastal resort and to attract new investors and operators. (2018)

### Other Experience:

- Las Vegas, USA - Preparation of a project validation report for a new London-themed thrill park to be developed on the Las Vegas 'Strip'. Subsequently undertook a valuation of the business (2015)
- Currently serving as a trustee of both the Florence Nightingale Museum and Children & The Arts, and Chair of the latter's Finance and Audit Committee

# Profile

## Sarah Bagg

BA (hons)



### Areas of Expertise:

- Digital System procurement
- Business Development, specifically related to income generation, customer retention and streamlining processes
- Project Management
- Leadership Coaching
- Recruitment, workplace culture & staff retention
- Operational planning and management of leisure, hospitality and visitor attraction venues



### Thumbnail Career:

#### 2022 - current;

**Petersham Group Ltd;**  
Associate Consultant  
**ReWork Consulting Ltd.**  
Founder

#### 2013-2022;

**TOR Systems Ltd;**  
Business Development Director  
Business Development and Marketing Manager

#### 2013;

**Independent Business Consultancy;**  
Events and IT Procurement Business Consultant

#### 2012 –2013

**The Visitor Attractions Company;**  
Head of Operations

#### 2007-2012;

**Chelsea Football Club Plc;**  
Stadium Tours and Museum Manager

#### Previously;

**Vinopolis Wine World Plc,** Mitchells and Butlers Plc.,  
Sydney Aquarium, Australia.

Graduate BA (Hons) in Textile Design and Surface Decoration,

### Current Projects:

- Sarah uses her experience and knowledge gained at Chelsea Football Club, Vinopolis, and TVAC, to support and advise clients on capital expenditure projects, income generation, as well as streamlining business processes.
- Having been both a supplier and client she is ideally suited to advise clients approaching digital procurement projects.
- As a qualified coach, she delivers tailored, leadership coaching with a clear focus on staff fulfilment and retention.

### Recent Experience:

- Bringing her knowledge of the sector to the UK's longest operating ticketing supplier, TOR Systems, she developed her expertise in the procurement of digital platforms.
- At TOR she maintained focus on Ticketing, CRM, Events and Membership, Fundraising, Epos, and Access Control sector requirements, through proactive account management, industry insight and tender evaluations.

### Other Experience:

- Sarah has successfully led the procurement and implementation of digital projects at each of the venues she's held senior roles at.
- At TVAC Sarah led the pre-opening planning of 'Quest' attraction. Including contracting, recruitment, induction and training, as well as ongoing operational policies and procedures.
- Sarah held the operational and commercial responsibility for the 3.5-acre site, wine tour, events, retail and hospitality venue, Vinopolis. Managing a team of over 100, Sarah became highly skilled in operational and team performance management, as well as stakeholder management.
- At Chelsea Football Club, she project managed the £3 Million capital expenditure project for a brand new, state of the art Museum. Leading on initial concept and business planning, procurement, design consultation, implementation, pre-opening planning and launch.

# Profile

## Joe Lavery

BSc (Hons), MSB

### Areas of Expertise:

- Design and development of aquarium projects from concept to construction
- Animal management including species selection, animal sourcing, transportation
- Aquarium set-up, launch, and operation
- Zoo licensing and veterinary management
- Setup and management of dive operations
- Zoo & aquarium innovation



### Thumbnail Career:

#### 2020 - Date;

##### **Aquarium & marine biology consulting;**

Working with clients on projects in public aquaria and large scale filtration.

#### 2018 -2019;

**Merlin Entertainments;** Leading global innovation for the group of 57 SEA LIFE aquariums worldwide to maximise visitor experience & drive down costs.

##### **Global R&D Curator**

#### 2016 –2018

##### **Merlin Entertainments;**

Leading the design, construction and operational handover of major capital projects at 34 aquariums across Europe.

##### **European Project Curator**

#### 2015-2016;

##### **Merlin Entertainments;**

Working on the design, construction, and operational handover of new SEA LIFE aquariums globally circa £8 million.

##### **Global Project Supervisor**

#### Previously;

SEA LIFE Manchester, Blue Reef Aquarium, Blue Planet Aquarium.

Graduate in Marine Biology & Zoology from University of Wales, Bangor.

### Current Projects:

- reefLIVE Aquarium, Belfast. Consultant curator for reefLIVE's new aquarium concept for the 21<sup>st</sup> century, due to open in the historic Titanic Quarter in Belfast in 2022. (2020-ongoing)

### Recent Experience:

- Eden Project International: Provision of consultancy services relating to water filtration and biological controls for the development of a new Eden Project attraction in China. (2020-21)
- Merlin Entertainments, SEA LIFE: Development of operating strategies to leverage synergies & cost efficiencies at an aquarium and specialist seal sanctuary located on the Belgian coast. (2020)
- Advised tooling specialists on development of a dorsal attachment camera for TV series *Animal With Cameras* (BBC, 2020)

### Other Experience:

- Board trustee for the RSPCA (2020-date)
- Co-founder of the International Zoo & Aquarium Review and host of *Aquariums Explained* podcast series (2020-date)
- Design & development of a robust underwater camera system for HD livestream of aquarium animals. (1-2-1 Animal Handling, 2020)
- Developed a full stack C/C+ firmware codebase for an interactive LED display showing sea turtle migrations. (Swift Signs, 2020)
- Design & development of a motion-based museum interactive on a custom circuit board & C/C+ codebase. (Showpony Studios, 2019)
- SEA LIFE Trust Beluga Whale Sanctuary, Iceland: initial design and specification of exhibits and species list for land-based aquarium within the Heimay visitor centre; review and assessment of Beluga care pool filtration, sizing and gate system (2018-2020)
- Merlin Entertainments, SEA LIFE Chongqing: on-site support of Merlin's first new build aquarium in China; oversaw all exhibit preparations and filtration system commissioning, management of fish & shark arrivals, acclimation, team training (2018)
- Merlin Entertainments, SEA LIFE Porto: led concept development and curatorial design of a new Humbolt Penguin exhibition; specification of all filtration & husbandry facilities, animal sourcing/transport planning, and onsite project leadership (2018)

# Profile

## Annie Lucas

BA (Hons), MA

### Areas of Expertise:

- Research
- Project management
- Marketing & Audience Development
- Interpretation of historic venues
- Theatre / Performance venues
- IT (MS Office, Adobe Creative Suite)



### Thumbnail Career:

#### 2015- Date

**Petersham Group, International leisure business consultancy**

Associate Consultant

#### 2014- Date

**St Agnes Chamber of Commerce**

Project Manager (Part time)

#### 2013

**Tunbridge Wells Museum & Art Gallery**

Marketing and Audience Development Consultant

#### 2008-2013

**Rochester Cathedral**

Interpretation Manager

#### 2007-2008

**English National Ballet School**

PA to the Director

#### Previously

#### 2002 – 2008

**Multiple performance venues**

Following graduation in BA Hons Design for performance (St. Martin's School of Art) & MA in Costume Design, was Costume Designer for touring companies including Royal Opera House, National Ballet of Ireland, English National Ballet School, The Scoop, and Sadlers Wells main stage

### Recent Experience:

- Guide Dogs for the blind- Working with the project team at Guide Dogs to develop and test the concept for the design and development of a National Visitor Centre for this leading charity, leading visioning workshops and market research (2019).
- Kelmscott Manor – business planning for the planned enhancement of the former country home of William Morris, of the English Arts and Crafts Movement, as part of a major Round 2 grant application to the HLF (2018 – opened 2022)

### Other Experience:

- Tunbridge Wells Museum & Art Gallery: Appointed to report on current position and recommend for future audience development work to target audiences in line with Borough Council's objectives, and to inform the writing of a new audience development plan (last revised 2006)
- Rochester Cathedral: Hidden Treasures; Fresh Expressions Interpretation Manager - developing creative content for exhibition, audience development and outreach elements of Round 2 Heritage Lottery Fund bid (£3.5 million) for project entitled Hidden Treasures Fresh Expressions designed to reveal hidden treasure of Cathedral collection and widen participation and access to the country's second oldest Cathedral. The grant was successfully won in Feb 2013
- Rochester Cathedral: Creative Director of HLF funded project (£1million) - Ancient Stones; Untold Stories. Key responsibilities included: Managing organisation wide re-branding of Cathedral in association with ASUS project. Marketing & PR (authoring a 3 year marketing and audience development strategy, creative copywriting, press releases, advertising, media contact) maintaining and updating relevant pages of website, volunteer management (350 in total, 80 direct reports) and evaluation.

## Some of our clients



## Contact us

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