



FORWARD PLAN 2024-27



This Forward Plan for 2024-27 has been developed for The Bradford Police Museum to replace and update previous plans.

This new plan contains the Bradford Police museum's vision, plans and aspirations for moving forward towards 2025 and beyond.

Other plans that support the Bradford Police Museum Forward Plan for 2024-27 are listed in Appendix C.

Review Date: December 1st 2027

Contents

Message from Chair

Message from Museum Director

1. Introduction and Background
2. Statement of Purpose and Vision
3. Staff and Volunteers
4. Museum Expertise
5. Financial Planning
6. Performance against previous objectives 2021 – 2024
7. Objectives and Priorities 2024 – 2027
8. Wider Business Case for the museum
9. Benefits for Bradford City Centre
10. Contribution to the wider Bradford district's aims.

Appendix A: Museum Objectives Priorities 2024- 2027

Appendix B: Museum Objectives Previous plan 2021 - 2024

Appendix C: List of other plans that support the Bradford Police Museum
Forward Plan for 2024-27

Appendix D: List of Strategic Partnerships

Message from Museum Chair.



It is my pleasure as Chair to present the museum's fourth Forward Plan. The plan outlines our ongoing ambition to complement the rich cultural heritage of the city, participating and supporting the City of Culture 2025 year and beyond.

I am of course grateful for the support of both the museum's board of trustees and our enthusiastic team of volunteers who make up our tour guides, front of house, curators, back-room support, fleet managers and of course our part-time employee.

All have worked tirelessly. The museum continues to receive accolades from visitors as well as TripAdvisor and was praised in The Times newspaper in 2023. The museum's visitor offer has expanded with the very recent introduction of a Victorian Crime Scene walking tour, taking in historic city centre crime scenes. We have also introduced a Trial by Jury Victorian courtroom enactment.

The museum is also grateful to our many partners. Bradford Council, who provide the museum venue, Museum Development North, Arts Council England and our other partners and patrons.

Phil Read OBE

Message from Museum Director.



Since reopening in May 2021 after closing due to the pandemic in March 2020 the museum has now successfully reopened and gone from strength to strength. We now look forward to the next three years, which will be an exciting time for Bradford with its City of Culture year taking place in 2025.

Public interest in the museum remains strong. This is due to the hard work of all of our volunteers. In particular I would like to pay tribute to our outgoing Volunteer and Project Coordinator Faye Calvert who made an enormous contribution to our museum. On behalf of the museum, I would like to wish her all the very best for the future. I would also like to welcome Kendra Howard, who has now joined us as our museum administrator.

Whilst challenges with our accommodation and the need for more paid staff remain, I am confident that the next three years will see a period of growth for the museum.

Finally, I would like to thank all our partners for their support, all our visitors (old and new) and all our volunteers who work so hard to make the museum such a great experience for the public.

Martin Baines QPM

Introduction & Background

In 2024 the Bradford Police Museum celebrates its 10th year of opening to the public which is a remarkable achievement for any small charitable organisation run almost entirely by volunteers.

This new three-year plan builds on the work that has taken place over the last 10 years as part of previous plans and activities. It reflects our drive for continual improvement and development which is fueled by the desire to make sure that the heritage in our care and the stories of the people we tell will be here for future generations to see, understand and enjoy.

The museum was established in 2011. It opened to the public in 2014 for sneak peek openings and then fully opened in 2015. Located in Bradford City Hall, the museum occupies space in the former Victorian police station, cells and courtroom. The museum presents the history of Bradford City Police over its 125-year history to 1974. The collection of unique Bradford police artefacts includes a fleet of historic police vehicles.

The museum trust operates as a registered charity and a not-for-profit business. The museum is governed by a Board of Trustees. The museum employs one part-time member of staff: an administrator. Primarily the museum operates thanks to a team of dedicated and enthusiastic volunteers made up of the museum director, a curatorial team, tour guides and a front of house team. The vehicle fleet is currently managed by a vehicle fleet manager who is also a museum volunteer.

Statement of Purpose and Vision

The Bradford Police Museum offers a unique insight into the history and heritage of criminal justice and civic enforcement, which engages, educates, interprets and informs the visitor about the development of crime and punishment from the early 19th Century up to the present day, as well as contributing to the social history of the district.

Vision

To continue offering a unique insight into the history and heritage of criminal justice and civic enforcement, which will engage, educate and inform people about the development of crime and punishment from the early 19th Century up to the present day.

Aims

- To tell the story of policing in Bradford since the inception of the then Bradford Borough Police (later to become the Bradford City Police) in the mid-19th Century right up to the present day. Including the key events that have taken place in Bradford during the last forty years since the creation of the West Yorkshire Police in 1974.
- To interpret and explain the history and heritage of policing within the context of crime and punishment, the criminal justice system and civic enforcement in Bradford from the early 19th Century onwards.
- To provide a rich resource for education, training and historical research. To develop education programmes that are capable of being delivered in local schools and the local community.

3. Staff and Volunteers

The museum appointed its first member of staff a Planning and Volunteer Coordinator in early 2020, just before the first lockdown. This member of staff proved invaluable during the lockdown. A post covid recovery grant from Museum Development Yorkshire (MDY) enabled the museum to increase her working week to 2 days from 1 day a week in 2021. In November 2023 the post holder left the museum for a full-time role and the museum has recently appointed a new staff member with the role being re designated as museum administrator.

The remaining roles in the museum are all voluntary. The museum usually has between 25 & 35 volunteers across various roles including Museum Director, Curator, front of house, curatorial team, and tour guides as well as a shop manager. Since the museum opened in 2015 around 8,360 volunteer hours have been worked in the museum each year.

A continuing challenge for the museum is ensuring the museum has sufficient volunteers. Since the Covid pandemic this has proved even more challenging. The nature of volunteering has changed and volunteers who are recruited want to be more flexible in their volunteering hours. Often unwilling to commit too far in advance.

Volunteer turnover is monitored, and people usually leave the result of ill health, natural retirement, or moving away for employment. Consequently, the museum operates a continual programme of volunteer recruitment. The police museum is extremely fortunate in that all our previous and current volunteers have been excellent, enthusiastic and committed people.

This was particularly evident during Covid when all the museum volunteers got involved, albeit remotely, to support the museum and ensure its ability to reopen successfully.

The museum is looking to increase paid employees to link in with the museum's plans moving forward. This will include Museum Director, Museum Curator, which are roles that require considerable time, commitment and expertise.

4. Museum Expertise

Since its inception, the museum board has taken steps to ensure that relevant staff, board members and volunteers have received all the necessary training to undertake all the roles within the museum.

Considerable professional support has been provided by Museum Development Yorkshire, the Collections Trust and other colleagues in the sector over the years. All our volunteers have actively participated in training offered to them. Other training is commissioned where appropriate. Over the years this has included training in collections, interpretation, front of house, Modes, governance, retail, museum development, audiences, health and safety, adult learning.

The museum has also worked in partnership with other museums, particularly Ripon Museum Trust who we worked with on an Esmée Fairbairn funded project in 2016, 2017 and 2018. The museum has also been supported by Bradford Museums and West Yorkshire Police.

Overall, the museum strives to achieve excellence in what it does with the resources at its disposal. We aim to achieve the highest possible standards we can within the heritage and museum sector. We also strive to operate in a very professional manner in the space that we occupy. Some of the professionals who have provided support to the museum have commented that it punches way above its weight.

5. Financial Planning

Budgets

Budget planning remains a challenge due to years of relatively low income and matching committed expenditure. The museum has not had the luxury of being able to set large budgets for expansion, beyond meeting our current commitments. The museum constantly scans heritage grant offers and has a successful track record of bidding and receiving grant awards to support the museum's aims and objectives.

The pandemic led to loss of revenue from 2020 to 2022 and the museums finances are only just recovering. The museum does have robust cashflow forecasting. The museum also has procedures in place for evaluating new suggested projects against a cost benefit analysis and whether they contribute to the aims and objectives of the museum. From that analysis the museum is able to make low-cost budget plans to finance new projects.

Revenues v Running Costs.

The museum finances continue to be on a reasonable basis, thanks to the considerable work undertaken to obtain Grants during, and following the Pandemic. Accounting information has been submitted on a timely basis by our Auditors, Smith Butler Limited, to Companies House, HMRC and The Charities Commission.

Published Financial Information is available to the community at large and easily accessed via the Companies House website.

Financial Forecasting

This financial forecast is modelled on a quantitative analysis (past 12 months trading data up to December 2023) together with reasonable assumptions of future trading.

It considers historic income:

- General visitor receipts
- Shop sales
- Group Tours and Ghost Tours.

Future income in 2024 and beyond from:

- Increased charges
- Walking Tours
- Court re-enactments
- Gift Aid

In January 2023 the company directors supported by the Board made the following decisions.

1. To increase admission prices. Only the second increase in 9 years.
2. To add the online booking fees to the visitor rather than it is coming out of the admission charge.
3. To introduce Gift Aid as soon as possible - this has now come online in July 2023.

The booking fees had been added to the Ghost Tours in 2022 with no adverse customer reaction. There have been no adverse comments on the price increases.

Cashflow Forecast

To protect commercially sensitive information this forecast does not contain fully detailed accounts.

The museum has robust cash flow forecasting in place. This shows that based on 2022/23 income and known committed expenditure and financial liabilities the museum will remain in profit to December 2025 and beyond.

Future Spend

The cashflow forecast enables the museum to budget and allocate funds to meet its mandatory spending. Any surplus (trading profits) will be allocated in line with Charity Commission guidance supporting the museum's aims and objectives.

Grants Awarded since 2020

Between 2020 and 2023 the museum received grants and charitable donations that effectively ensured the museum remained solvent and able to purchase the necessary H&S Covid compliance equipment and signage. Donations also ensured we could continue paying our employees' salary.

August 2020	Local Government Discretionary Grant	£2700	Covid Assistance
August 2020	ShareGift Charity	£1000	
August 2020	Charitable donation Sekhon Singh Trust	£7200	Salary Payment
September 2020	MDY recovery grant. Arts Council Funding	£6800	Covid H&S prepare
Jan 2021	Friend's charitable donations (epaulette scheme)	£3000	
2022	AIM with NHLF funding	£14300	New Exhibition

2022	Government Assisted Recovery Grant	£7800	New projects & some on-costs
	Total	£42,800	

6. Performance against previous objectives 2021 - 2024.

The objectives contained in the previous plan centered around:

- Governance
- Improving the visitor experience - Blue Vision Project
- Collections management.
- Asset management
- Expansion plan.

Governance

The museum continued to work with Museum Development Yorkshire now Museum Development North (MDN). Support and guidance was given to the museum in areas such as business development, retail, adult education, collections management, interpretation and audiences.

The museum board of trustees has continued to provide independent oversight and guidance. The board has also supported the museum Director, staff member and volunteers in carrying out their work. It remains effective but the museum needs to recruit and bring in more new board members.

The museum has an application for accreditation pending and, in all areas, seeks to achieve excellence in its management, development and museum offer. The board supported the museum's accreditation application.

Our museum treasurer has not yet retired but specific tasks including payroll and returns are now undertaken by the museum's accountants Smith Butler Accountants & Business Advisors. Considerable work has been done by the Chair, Treasurer and Director on the museum's financial planning with effective cash flow forecasts, financial scrutiny and oversight.

Improving Visitor Experience.

During the last plan we received MDY support with our visitor experience and work on our Blue Vision Project. Once reopened after Covid the elements of the Police Vision project were either completed or incorporated in to work during the last three years.

With support from MDY work was undertaken on our Visitor Experience which has seen a significant improvement although audio-visual elements into the cell and court tour projection or holographic technology have yet to be introduced. Mainly due to capacity and finance.

The gallery was revamped to incorporate our 'Diversity and Policing: A Shared History' exhibition. This was installed in 2023 with funding provided by the Association of Independent Museums and the National Heritage Lottery Fund as part of the New Stories, New Audiences fund.

The purpose of this project was to reach out to a wider, more diverse audience and to make the museum more inclusive. Something that our work on Audiences had shown was required.

The museum took part in cohorts on front of house and the visitor experience/journey in the museum. The museum also introduced Audience Finder to the museum which provides comprehensive independent visitor feedback survey information and audience data. This has been enormously helpful in providing visitors and audience information and helped us identify the need for the 'Diversity and Policing: A Shared History' exhibition.

Collections management.

The museum has continued to work on the museum's backlog and develop a reference library which will eventually join the learning and reference library donated by West Yorkshire Police which is currently in storage. However, moving forward the focus needs to be on inventory and care and conservation.

The museum continued to recruit volunteers to form part of its Curatorial Team to work on the collection. This helps the museum to manage the collection and also offers volunteering opportunities to young people looking for careers in the heritage and museum sector. This has been supplemented by two annual placements of University Students who have spent 12 months working in the museum as part of the curatorial team. During the last three years several members of the team have gone on to paid employment in heritage or other museums. New team members received Mode's training.

Support to the museum in managing the collection has been provided by MDN and the Collections Trust with assistance with interpretation and documentation.

Work was undertaken to digitise and better manage the museum's image collection, which needs to continue during the life of this new plan. A member of the Curatorial Team who is a photographer worked with the museum Director to organise and create a stand-alone digital archive which whilst incomplete is a step in the right direction.

At the end of 2023 the museum received the Keighley Police Museum collection which was given to the Bradford Police Museum due to Keighley's closure. The collection currently forms part of our backlog and will be managed and absorbed into the museum's current collection. The donation from Keighley also included a Victorian Police Black Horse drawn Prison Van which has been added to the museum's Historic Vehicle Fleet.

Asset Management and Expansion Plan

The museum's main asset is its collection. This includes objects, images, films, documents, and other artefacts covering 150 years of policing history in Bradford. The heart of the collection comes from the Bradford City Police collection that came together in 1974 when the force was amalgamated with other police forces to form the West Yorkshire Police. The museum achieved and continues to achieve its collections management objectives from the previous plan (See Collections Management)

The museum owns a historical vehicle fleet of two historic motor cars and five motorcycles donated by West Yorkshire Police. On transfer to the museum the fleet was valued at £30,000. The fleet is stored at the Keighley Bus Museum. This now also includes the Victorian Police Black Horse drawn Prison Van from Keighley.

The Bradford Police Museum also owns the learning research library that belonged to West Yorkshire Police and was donated to the museum. It is currently stored in redundant cells at Keighley Police Station until suitable accommodation can be found.

Building

In the previous forward plan, the museum included proposals to expand its presence in City Hall and those ambitions remain. The museum has a licence to occupy the gallery and use the cells and court for museum tours.

The museum has no control over the building so all of the museum's ambition to expand is in the gift of the Council. Council plans to create a larger museum within City Hall funded by the Heritage Lottery Fund faced a major setback when the Rugby League withdrew their offer to site their museum at City Hall. Covid 19 then paused the application to HLF. As it stands there are no known plans to move forward with the City Hall Scheme.

The council now has City of Culture 2025 status. However, the impact on City Hall and the long-term benefit to the museum is at the moment unclear. The museum contributed to the council's 'Culture is our Plan' 2021 2031 10-year strategy. The museum is also a brand ambassador for the City of Culture.

In June 2023 the museum submitted a Capital Grant application to the City of Culture 2025 for just over £95,000. Part of the grant would have provided new display cabinets, refurbished the gallery and provided holograph technology in the cell area. The council came in as a partner to undertake work to redecorate the Gallery Area, Matrons area, fix the falling plaster in the main cell office and create an office in the former police surgeon's office in the cell area. Unfortunately, the bid was unsuccessful.

However, the museum has now full use of the foyer area outside the museum entrance which has massively improved the space itself and added greatly to the museum and its entrance slightly increasing our footprint at the same time.

The museum still does not have office accommodation or public toilet availability. This objective will be carried forward into this new plan.

7. Objectives and Priorities 2024 - 2027

Objectives and priorities have been identified for the 2024 to 2027 period and developed into action plans. See Appendix A.

These objectives seek to further enhance the museum in five key areas:

- Governance and museum Objectives
- Audiences and improving the visitor experience
- Collections management
- Marketing and social media
- Asset management and accommodation

These objectives will work towards the museum's aspirations and future vision up to and beyond City of Culture 2025. The objectives are:

Governance and Museum Objectives

1. The number one priority is for the museum to seek full Accreditation status. The museum, working with MDN and the Arts Council to achieve this objective will continue to participate in all appropriate training and guidance from our museum experts.
2. The museum board of trustees will continue to provide independent oversight and guidance. However, we will recruit more board members taking into consideration what individuals can bring to the role that will benefit the museum.
3. Secure the long-term future of the museum and provide greater resilience. This will involve developing a long-term strategic development and succession plan to ensure volunteer resilience, financial stability and enable the hiring of paid staff into strategic roles.
4. Bids to the NHLF and other funders will be submitted for projects that include funding for salaries.
5. The museum will also actively recruit more volunteers across the museum, particularly more guides and members of the curatorial team. The curatorial team has a frequent turnover of young volunteers as many go on to gain employment in the sector and those on placement go back to their degree courses.

Audiences and improving the visitor experience.

1. The museum will reach out to a wider, more diverse audience and be more inclusive. In order to do this the museum will build on the 'Diversity and Policing: A Shared History' exhibition'. A bid to the National Heritage Lottery Fund will be made in order to fund a new project to develop an oral history programme that can provide resources for schools and adult learning.

2. The museum will widen its offer through project funding and also develop its range of additional programmes which currently include a very successful Ghost Tour, an historic walking tour and Trial by Jury Victorian courtroom enactment.
3. The use of Audience Finder for providing feedback and audience data will continue.
4. The gallery revamp started during the previous plan will continue. The museum's interpretive plan will be used to enhance and improve our displays and exhibitions.
5. The museum will introduce more audio visual material on its visitor journey.

Collections management.

1. The museum will continue to actively recruit and train new curatorial team members due to the frequent turnover of young volunteers as many go on to gain employment in the sector and those on placement go back to their degree courses.
2. Modes Training for new curatorial team members will be provided.
3. Training on the handling and storing of collection items will be provided for the whole curatorial team. The museum will continue to pack and store items according to sector standards.
4. To continue to work on the backlog. Considerable progress has been made in accessing and cataloguing the collection, but work needs to continue and is continuing on an ongoing basis.
5. The museum will continue to bring its inventory up to date and deal with backlogs of items not currently in inventory.
6. All exhibits in the gallery that are currently on the excel database (inventory) will be accessioned into the collection.
7. All Curatorial Team members will be trained in the care and conservation of items in the collection.
8. Create Reference Library Creation of a reference library of books and documents not accessed into the collection. Work has started already on this in preparation for finding a site for the learning resource library currently in storage.
9. Work has started on digitising the image collection. This will continue.

Marketing and social media

1. The museum will develop a new comprehensive marketing strategy to build on its existing activities and platforms and seek to recruit a volunteer with marketing skills and experience.
2. The museum will improve its use of social media and seek to recruit a volunteer with marketing skills and experience.

Asset management and accommodation

1. Historic Police Vehicle Fleet. To ensure the Vehicle Fleet is properly funded and contributes to raising funds.
2. To obtain office accommodation and public toilet availability in City Hall,
3. To find accommodation for the learning resource library. Currently in storage at Keighley police Station.

8. Wider Business Case for the museum

The Bradford Police Museum is the only police museum in the county and one of only a handful nationally to own its own vehicle fleet. The museum offers a unique insight into the history and heritage of criminal justice and civic enforcement, which engages, educates and informs the visitor about the development of crime and punishment from the early 19th Century up to the present day, as well as contributing to the social history of the district.

The museum interprets and explains the history and heritage of policing within the context of crime and punishment, the criminal justice system and civic enforcement in Bradford from the early 19th Century onwards.

9. Benefits for Bradford City Centre

The museum is a distinctive heritage offer comprising a gallery of unique former Bradford City Police exhibits, guided tours of the Victorian courtroom and cells and a fleet of historic police vehicles. This provides a unique attraction in the heart of Bradford City Centre that benefits the district and city centre.

- Brings additional visitors to Bradford and contributes to the local economy and the footfall in City Park¹.
- Creates an attraction in City Park Bradford that can link into the yearlong calendar of public events there.
- Compliments Bradford Council's heritage plans for City Hall, the cultural quarter around and the new City Centre Plan. It also complements other museums such as the National Media Museum, Peace Museum and the Colour Museum.
- Contributes to the regeneration of Bradford City Centre and the council's ambition to open up City Hall to the general public.
- Contributes to the preservation of parts of Bradford City Hall and its heritage.
- Contributes to the local economy by always trying to buy services or goods from local

¹ The 2019 Visitor Feedback Survey established that: 30% of visitors came to Bradford Centre specifically to visit the museum. 15% were visiting the city centre primarily to shop. 10% were on holiday in the district. 6% were visiting friends.

businesses where possible.

Benefits for the general public and visitors to the district

- The museum provides an opportunity to better explain and interpret the city's heritage and tell the story of policing and criminal justice from the 19th Century to the present day.
- The museum tells the story of how policing and criminal justice link into the social history of Bradford. How it helps to explain our shared history and diverse heritage.
- It allows the wider public to have a greater insight into the history of Bradford and understand for the first time how Bradford's social and political history shaped the police and the way policing impacted upon the lives of the people of Bradford.
- It provides a unique visitor experience that includes visits to the Victorian cells and the Victorian courtroom.

10. Contribution to the wider Bradford district's aims.

The Bradford Police Museum also contributes to the overall Bradford districts aims of:

- Allowing different initiatives and services to support one another so that they can work together more effectively and achieve collaborative positive district outcomes.

Museum response

The museum promotes a collaborative approach in developing the museum to achieve the desired outcomes.

- Working together to provide vision and strategic leadership to improve the quality of life for residents of Bradford.

Museum response

The creation of the museum as a heritage attraction in Bradford city centre improves and enhances the quality of life of the district's residents.

- Maintaining cohesive communities and assisting the economy to thrive by bringing together and encouraging greater partnership working at a local level and within the different parts of the public, private, community and voluntary sector.

Museum response

The museum is actively seeking to reach a more diverse and harder to reach groups across the district with the aspiration that this will introduce communities to Bradford's history and law enforcement past. The intention is that this will help to break down barriers and create a better understanding between communities and the shared history of the city.

All three sectors, public, private and voluntary have come together in order to develop, build and create the Bradford Police Museum at local level in partnership. The museum reflects the diversity of the district and brings communities together to examine the role policing played in our shared history.

Appendix

Museum Objectives 2024 - 2027

Appendix A

	Objective	Action Required	Date
Governance and Museum Objectives			
1	The museum to seek full Accreditation status.	The museum, working with MDN and the Arts Council to achieve this objective will continue to participate in all appropriate training and guidance from our museum experts.	2024 - 2027
2	Ensure we continue to have an effective Board of Trustees.	The museum will maintain the current Board membership and it will recruit more board members taking into consideration what individuals can bring to the role that will benefit the museum.	2024 - 2027
3	Secure the long-term future of the museum and provide greater resilience.	This will involve developing a long-term strategic development and succession plan to ensure volunteer resilience, financial stability and enable the hiring of paid staff into strategic roles.	2024 - 2027
4	More funding will be obtained for salaries.	Bids to the NHLF and other funders will be submitted for projects that include funding for salaries.	2024 - 2027
5	The museum will also actively recruit more volunteers across the museum	Particularly more guides and members of the curatorial team. The curatorial team has a frequent turnover of young volunteers as many go on to gain employment in the sector and those on placement go back to their degree courses.	2024 - 2027
Audiences and improving the visitor experience.			

1	The museum will reach out to a wider, more diverse audience and be more inclusive.	In order to do this the museum will build on the 'Diversity and Policing: A Shared History' exhibition'. A bid to the National Heritage Lottery Fund will be made in order to fund a new project to develop an oral history programme that can provide resources for schools and adult learning.	2024 - 2027
2	The museum will widen its offer through project funding and also develop its range of additional programmes	Currently includes a very successful Ghost Tour, an historic walking tour and Trial by Jury Victorian courtroom enactment.	2024 - 2027
3	The use of Audience Finder for providing feedback and audience data will continue.	The museum will continue to sign up to Audience finder.	2024 - 2027
4	The gallery revamp started during the previous plan will continue.	The museum's interpretative plan will be used to enhance and improve our displays and exhibitions.	2024 - 2027
5	The museum will introduce more audio-visual material on its visitor journey.	This will require funding and a budget.	2024 - 2027
Collections management.			
1	The museum will continue to actively recruit and train new curatorial team members	There is a frequent turnover of young volunteers as many go on to gain employment in the sector and those on placement go back to their degree courses.	2024 - 2027

2	Modes Training for new curatorial team members will be provided.	This will either be provided in house or by Modes.	2024 - 2027
3	The museum will continue to pack and store items according to sector standards.	Training on the handling and storing of collection items will be provided for the whole curatorial team.	2024 - 2027
4	Work on the museum collection backlog will continue.	Considerable progress has been made in accessing and cataloguing the collection, but work needs to continue and is continuing on an ongoing basis.	2024 - 2027
5	The museum will continue to bring its inventory up to date and deal with backlogs of items not currently in inventory.	A dedicated team will work on the inventory backlog and bring the inventory up to date.	2024 - 2027
6	All exhibits in the gallery that are currently on the excel database (inventory) will be accessioned into the collection.	A dedicated team will work on this project.	2024 - 2027
7	All Curatorial Team members will be trained in the care and conservation of items in the collection.	Some of this will be done in-house. External training support will be sought.	2024 - 2027

8	Create Reference Library Creation of a reference library of books and documents not accessed into the collection.	Work has started already on this in preparation for finding a site for the learning resource library currently in storage.	2024 - 2027
9	The image collection will be digitised	Work has started on digitising the image collection. This will continue.	2024 - 2027
Marketing and social media			
1	The museum will develop a new comprehensive marketing strategy to build on its existing activities and platforms.	It will seek to recruit a volunteer with marketing skills and experience.	2024 - 2027
2	The museum will improve its use of social media.	It will seek to recruit a volunteer with marketing skills and experience.	2024 - 2027
Asset management and accommodation			
1	The museum will ensure that the Vehicle Fleet is properly funded and contributes to raising funds.	Allocation of budget. Fleet manager to raise funding through display of the vehicle fleet at events in West Yorkshire.	2024 - 2027
2	The museum will seek office accommodation and public toilet availability to be obtained City Hall	Work to resolve this issue will continue.	2024 - 2027

3	To find accommodation for the learning resource library currently in storage at Keighley police Station.	Work to find accommodation will continue	2024 - 2027

	Objective	Action Required	Date
Governance			
1	Ensure we continue to have an effective Board of Trustees	Maintain current Board membership in terms of numbers, strategic membership & numbers.	
2	Look to replace Museum Treasurer	David Clegg is seeking retirement & we need a plan to replace him.	2021 - 2022
3	Seek Accreditation Status	Work with MDY to establish Accreditation Status	2021 - 2022
4	Financial Planning needs to improve	Working with MDY develop a robust and meaningful financial plan	2021 - 2022
Improving the visitor experience - Blue Vision Project			
5	Improve visitor experience.	Much of the initial Blue Vision project, see Appendix B has now been achieved. The museum has now reopened after lifting of the Covid restrictions and a lot of work has been done to create a new vision for the museum offer.	2021 - 2023
6	More Audio Visual	Incorporate more audio-visual elements into the cell and court tour. This includes projection or holographic technology.	2021 - 2023
7	Gallery Revamp	Revamp the current gallery which saw little change under that last plan. To assist in this as a result of working with a consultant a new interpretation plan has been developed for the museum's collection and a gallery revamp plan has been created.	2021 - 2023

8	Wider More Inclusive Audiences	Reach out to wider more diverse audiences and be more inclusive. In order to facilitate this a new exhibition and engagement program called 'Diversity and Policing: A Shared History' will be delivered in 2022 which is being funded by the Association of Independent Museums and the National Heritage Lottery Fund.	2021 - 2023
Collections management.			
9	Work on the backlog	To continue to work on the backlog. Considerable progress has been made in accessing and cataloguing the collection, but work needs to continue and is continuing on an ongoing basis.	2021 - 2022
10	Manage and digitise image collection	To digitise and better manage the museums image collection. Work has started on this already.	2021 - 2022
11	Create Reference Library	Creation of a reference library of books and documents not accessed into the collection. Work has started already on this in preparation for finding a site for the learning resource library currently in storage.	2021 - 2022
12	Continue to skill and train Curatorial Team	To continue to skill and train our curatorial team volunteers.	2021 - 2022
Asset management			
13	Historic Police Vehicle Fleet. To ensure the Vehicle Fleet is properly funded and contributes to raising funds.	1. To develop a robust vehicle fleet management plan that properly funds the fleet. 2. To ensure the fleet raises money in its own right contributing the general running costs of the fleet & museum.	2021 - 2022
14	Office and Toilet Accommodation	To obtain office accommodation and public toilet availability in City Hall,	2021 - 2022
15	Accommodation for Learning Resource library	To find accommodation for the learning resource library.	2021 - 2022

16	Use of Foyer	To obtain full use of the foyer area outside the museum entrance.	2021 - 2022
Expansion Plan.			
17	Increase paid employees in the following roles: Museum Director Museum Curator Ensure we can continue paying the Planning and Volunteer Coordinator	Linked to Objective 4 to ensure we have a robust financial plan that can fund this objective.	2021 - 2023
18	Expanding the museum's physical space	Working with our partners at City Hall and bearing in mind the council's ambition to open up City Hall as a visitor attraction & the Council's wider ambition as a City of Culture the museum will continue to push our case for more space at City Hall. There is a need now to develop a strategic plan to deliver this, working with our supporters.	2021 - 2022
19	Expanding our presence. An ambition to increase opening hours and increase visitor numbers.	Develop plans to increase volunteer numbers to enable the museum to open on more days.	2021 - 2022

Appendix C

List of plans that support the Bradford Police Museum Forward Plan for 2024-27 that are contained the Museum Handbook

Access Plan

Audience Development Plan

Harassment Policy

Emergency Plan

Security Plan

Privacy Policy

Bradford Police Museum Structure

Collections Care and Conservation policy

Collections Care and Conservation plan

Collection Development Policy

Collections Documentation Policy

Collections Plan 2024-2027

Collections Documentation Process Plan/Manual

Interpretive Plan

List of Strategic Partnerships

Appendix D

Bradford Council
West Yorkshire Police
Chief Constable's Office
Office of the West Yorkshire Police and Crime Commissioner
Ripon Museum Trust
Association of Independent Museums
Yorkshire and Humberside Federation of Museums and Art Galleries
Oral History Society

Other Partners

Visit Bradford
Bradford Matters
Midland Hotel, Bradford.
University of Bradford- Law School
Bradford College
Bradford Museums

- Industrial Museum-Bradford Council Museums
- National Museum of Science and Media
- Colour Museum
- Peace Museum

Bradford Civic Society
National Association of Retired Police Officers
Bradford Literature Festival
City of Culture 2025
Bradford Race Equality Network
Smith Butler Accountants & Business Advisors