



**Understanding and Developing our Audiences**

**&**

**User Engagement Plan**

**September 2023**

**Due for review September 2024**

## **Introduction**

### **Museum Information**

The Bradford Police Museum is located in historical City Hall Bradford and provides a unique insight into the history of policing, criminal justice, civic enforcement and the development of crime and punishment in Bradford from the early 19th century onwards.

The museum is situated on the site of the original 19th Century police station in City Hall which was operational between 1874 and 1974. The museum gallery covers the history of policing from the inception of the Bradford Borough Police force in 1848 right up to the present day.

Visits to the museum include guided tours of the original Victorian cells and court built in 1873 which formed part of the original police station.

The Bradford Police Museum is an independent museum and registered charity. The museum has one part time worker but is mainly run by a team of around 35 dedicated and hardworking volunteers across a range of roles, from front of house, tour guides, curatorial team and mechanics and drivers for the fleet.

### **Historic Vehicle Collection**

The museum also owns two historic police cars and five historic Motorcycles and a horse drawn prison carriage. The fleet is considered a unique asset. Due to gallery storage space within the museum only one motorcycle is displayed in the museum.

The remainder of the collection is stored undercover off-site at the Keighley Bus Museum and costs money for storage. This has limited public access and in the main the fleet is not available for viewing by the public but occasionally it is viewed by the public on open days organised by the bus museum. Additionally, the fleet has needed repair and restoration, some of which has recently been carried out.

Currently the two cars, a mini metro police car and a black Ford Consul police car are roadworthy and are displayed at event across the district (e.g. Wrose Carnival and the combined courts open day in 2023) which results in donations to help fund the fleet. It also advertises the museum to a wider audience. The museum is actively seeking other forms of sponsorship to maintain and fund the fleet to ensure it remains roadworthy.

### **Museum Opening**

The museum opens to the general public two days a week on Friday and Saturday throughout the year between 11am and 4pm both days. The museum is open every weekend apart from December, January and February when it closes for a winter break. Public openings receive visitors who either come through the door or book online through Ticket Source.

Visitors go on guided tours of the Victorian cell and court and the explore he gallery (former police parade room) in their own time supported by gallery assistants. Many of the guides are former police officers.

The museum currently does not have sufficient volunteers to comfortably open more than 2 days a week or longer hours, with the exception of events in Centenary Square. Where our opening coincides with a Centenary Square event we open for longer on those days.

## **Group Tours**

Group Tours pre covid made up half of our visitor numbers and pre-arranged tours have advantages for the museum itself in that we know in advance that a minimum number of attendees will visit, and we can ensure appropriate volunteers are available. We do still have group tours, but:

We intend to market and continue advertising Group Tours in order to attract more bookings and improve our booking and payment procedures to facilitate easier booking and payment. This has been done to some extent as groups can now book online on Ticket Source. (See Section 4 Audiences Objectives and Current Activity)

Users access the museum offers in a number of ways:

**Schools** who visit as part of an organised school tour to complement the curriculum.

**Ghost Tours** are bespoke tours aimed at sharing the psychic events evidenced at the museum and telling an historic narrative relating to one of the museum's former prisoners from the 19<sup>th</sup> century believed to still haunt the cells and the court. These are held approximately six times a year and tend to sell out very quickly.

**Walking Tours** were introduced in the summer of 2023. One of our volunteers, who is a professional tour guide, conducts walking tours of historical sites in the city centre where crime or police related events have occurred.

**Trial by Jury** a court reenactment of a Victorian murder in Bradford giving the public the opportunity to sit on the jury was introduced October 2023 and both scheduled events prior to the New Year were sold out very quickly.

We intend to develop all three of the above offers into 2024 in order to attract new audiences and expand the current museum offer (See Section 4 Audiences Objectives and Current Activity)

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## **Overview**

Since opening in 2014 thousands of people have visited the Bradford Police each year. Feedback through Trip Advisor and Audience Finder in addition to our own in-house feedback surveys have been overwhelmingly positive.

However, whilst the audiences that visit the museum come from all over the UK and other parts of the world there is scope to develop and build our audiences nearer to home. Also, covid has impacted on our audiences with a reduction in out-of-hours group bookings and a general reduction in annual visitors compared to our pre covid numbers. Having said that the museum has recovered well from covid and our visitors' numbers are at a consistent level with high levels of satisfaction.

The museum has undertaken research to better understand its audience. This has also included training provided by Museum Development Yorkshire and the Audience agency. The museum signed up to the Audience Finder: Audience Champions Yorkshire in 2020 to put in place online feedback and collation of visitor data.

## **How does the museum advertise and promote its offers?**

**This is done in a number of ways:**

- Museum signage on the entrance.
- The museum website.
- Links from the *Visit Bradford* website.
- Managed Twitter & Facebook feeds.
- TripAdvisor page.
- Regular local and regional media articles (Telegraph & Argus and Yorkshire Post).
- Broadcasts on local BCB radio.
- Advertising in local *Visit Bradford* magazine.
- Flyers in local hotels.
- Posting of events on Eventbrite website.
- Postings on local volunteering websites.
- Travelling outreach display.
- Occasional open days, (for hard-to-reach groups and for new volunteers).

## **Who are our visitors and users of the museum?**

Today the main sources for audience information and feedback is drawn from social media streams, the museum comments book. The previous in-house museum visitor feedback survey forms, completed voluntarily by visitors, have now been superseded by the museum's use of Audience Finder.

Audience Finder is a national audience data and development programme that independently evaluates visitor surveys. It provides impartial 'industry standard' research and evaluation. This involves visitors completing a visitor survey from the QR coded leaflets our museum hands to visitors as they leave or online once they return home. Audience Finder also undertake face-to-face interviews, but that option is not currently in use in the museum. Our museum has accessed this valuable 'free to us' resource through the ongoing valuable support we receive from Museum Development Yorkshire (MDY).

The museum has also taken a strategic approach to partnering or linking with other museums or organisations and is linked with Ripon Museum Trust and other museums through Museum Development Yorkshire and the wider museum network. Consequently, the museum has been able to join a cohort of other museums in the region that enables us to compare our performance against others in the sector and region.

## **Visitor Feedback- what do our visitors tell us?**

The following sections are going to look at three years of feedback. They take the form of extracts taken from an analysis of the feedback provided by our chair of trustees Philp

Read OBE. The extracts were shared with all our staff, volunteers and board members at the police museum:

- 1. The first was obtained in 2019 prior to covid. This feedback was obtained from in-house visitor feedback survey forms.**
- 2. The second is a summary of the Audience Finder: Audience Champions Yorkshire 2020-22 Visitor Survey Report**
- 3. The Third is Audience Finder: Audience Champions Yorkshire Visitor Feedback Survey Report 2022 – 23**

## **1. Analysis of 2019 Season Feedback Sheets**

### **General Visitors**

#### **Executive Summary.**

Visitors to the museum are invited to complete a feedback survey. Around 400 'walk-in' visitors completed provided feedback. Some responded on behalf of the groups. Unfortunately, not every question was answered. This report analyses the data from this relatively small group of respondents. Additional feedback is provided online through our Facebook, TwiHer and TripAdvisor sites as well as our museum visitors comments book. All these channels regularly receive positive and favorable posts and comments. This has led to the museum being awarded a TripAdvisor Certificate of Excellence for 2 years running.

One comment from TripAdvisor in June 2019 is worth noting. Entitled 'A Hidden Gem" the visitor wrote - "This is a worthy addition to the region's museums and a great addition to Bradford.

The data from the 'feedback sheet' survey group shows that:

- 86% of respondents gave the museum an excellent rating with the remaining 14% rating as very good or good.
- The museum guides and the knowledge they impart on the tours of the cells and court is highly praised (59%) and is the museum's unique selling point.
- 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.
- The museum supports or enhances the cultural experience when visiting the city centre and contributes to the local economy.
- With some visitors coming from as far away at the USA, Norway, Poland and Spain, nearly 50% came from West Yorkshire with 15% from Bradford.

The results also showed areas where we need to improve.

Although few respondents provided suggestions for how we could improve, 50% said toilets and a cafe would improve the offer.

- Enabling the unemployed to access the museum - only 3% of visitors declared as unemployed.
- Encouraging younger adults - the age group 18 to 34 appears unrepresented - 12%

## **Main Report.**

### **Introduction - walk in visitors.**

Visitors are invited to complete a feedback sheet, however not every visitor completes a sheet and then not every section is completed with some questions left blank. However, even from this incomplete picture we are able to deduce some interesting analysis. Apart from statistics on actual visitor numbers, this is the only feedback data available. The data in this paper is sourced from 'walk in' visitors, not private tours, school visits or ghost tours.

### **Gender profile.**

56% of respondents declared as female, with 44% declaring as male from a total of 397 respondents who declared their gender.

### **Age of respondents.**

Under 17	- 48%
18 - 24	- 4%
25 - 34	- 8%
35 - 44	- 10%
45 - 54	- 13%
55 - 64	- 10%
65 or over	- 17%

**Comment** - *The 18 - 34 age band appears under-represented in a city with a high youth population.*

### **Employment Status**

Employed	- 45%
Unemployed	- 3%
Retired	- 25%
In Education	- 24%

**Comment** - *The unemployed appear under-represented.*

### **Ethnicity**

Ethnic minority visitors make up around 8% of our visitors. This is a disappointing figure. The museum has undertaken a lot of work to encourage visits from minority communities including:

- Between 2016 - 18 part of the Esmee Fairburn grant included a programme of outreach events with minority communities.
- A temporary travelling display sited specifically in minority communities.
- Events held at the museum specifically for ethnic minorities.
- A change of Board Members to establish a minority representation. The board is now made up of 50% visible ethnic minority members.

Comment - From the survey group it appears the number of ethnic minority community members visiting the museum is under-representative of the community and more work needs to be undertaken.

### **Where did museum visitors come from?**

This was often left blank by respondents. Speculation suggests the majority of these people are from the district. We are also aware of a number of visitors on holiday from Poland, but this is not captured in the data. Of the 312 who did respond to this question:

Bradford District	- 15%
Calderdale	- 12%
Kirklees	- 7%
Leeds	- 5%
Ossett	- 3%

**Comment** - nearly half visit from West Yorkshire.

The remaining visitors came from, Wakefield, Lancashire, Greater Manchester, Shropshire, Durham, Castle Donnington, Oxford, Scotland Wales, USA, Norway.

### **How did visitors rate their museum visit?**

As recipients 2 years running of the TripAdvisor Certificate of Excellence the museum was already aware of how well visitors enjoy our museum experience. The feedback data reflects this. 335 respondents rated the museum as follows:

Excellent	- 86%
Very Good	- 9%
Good	- 3%

### **What was the main reason for visiting Bradford?**

Specifically, to visit the museum	- 30%
Shopping	- 15%
On holiday in the city or region	- 10%
Visiting friends	- 6%
Working in city centre	- 4%
Other reasons	- 30%

**Comment** - Almost a third came to the city centre specifically to visit the museum. This shows that our offer attracts visitors to the city centre.

10% were on holiday in the region and a further 6% were visiting friends. If you add that to the number (15%) who were shopping in the city centre, our offer enhanced their experience of visiting Bradford by a further 31%.

When these figures are coupled with the satisfaction rates it shows that the museum attracts a large audience to the city centre or enhances their visit by offering an excellent experience.

### How did visitors find out about the museum?

350 people responded to this question and told us that:

Word of Mouth	- 32%
Found by Chance	- 28%
Other	- 14%
Local media	- 11%
Internet Search	- 4%
Facebook	- 4%
Trip Advisor	- 3%
Advert	- 2%

**Comment** - With our high satisfaction levels it is perhaps no surprise that referral by word-of-mouth rates high. Our excellent high-profile position and our external signs help achieve the high level of people who find us by chance.

### What did you like about your visit?

Visitors were asked in a free text box to write what they liked best about their visit. 230 visitors gave the following views:

The Tour Guides	- 33%
Knowledgeable Tours	- 26%
Everything	- 21%
The Cells	- 9%
The Courtroom	- 7%

**Comment** - The museum guides and the knowledge they impart on tours of the cells and court is highly praised (59%) and is the museum's unique selling point.

### What could be improved?

Only 34 visitors offered suggestions about how we could improve.

50% suggested toilets and a cafe would improve their museum experience.

14% suggested the chance to sit in the judges chair.

8% wanted to access more cells.

**Comment** - Lack of toilets has been a regular complaint but many respondents linked toilets with a cafe as a key improvement.

### Museum Shop



The museum shop is a work in progress and something we know needs to be improved. 195 respondents gave us the following feedback:

How do you rate the shop?

Excellent	-	39%
Very Good	-	35%
Good	-	18%
Average	-	6%

When asked how we could improve the shop a variety of suggestions were made by a handful of respondents including:

More merchandise, more smaller items, more for kids, keyrings, traditional sweets, more police merchandise, copies of Illustrated Police News.

One or two respondents thought the shop was closed.

**Comment - We are working to improve the shop and the feedback is good to hear.**

## **Conclusion**

Fewer than 5% of visitors completed the forms and many did not answer all the questions and in particular omitted the second page which dealt with the shop. I suggest we look at how to make the form shorter and easier to complete.

However, the data obtained does confirm that the museum is not only conserving important city heritage but also making a positive contribution to people living, working or visiting Bradford as well as the city centre economy.

## **Ghost Tours**

The museum's Ghost Tours are designed to educate and inform visitors about the historic events that have led to reported hauntings and poltergeist phenomena. This ethos supports the mission and vision of the museum. This is in contrast to commercial ghost hunting companies who hold events purely for entertainment value often disregarding the historical context of the site in question.

The Bradford Police Museum Ghost Tours have been developed by author Les Vasey, local historian, a former senior police officer, and a member of the Society for Psychical Research.

The Ghost Tours are very popular and usually booked up within a few days of going on sale. At the last event 46 people attended and over 1000 people 'looked up' the event on our Facebook page.

## **Feedback data**

Once again not every visitor completed a feedback sheet, and more women than men responded.

- 58% female
- 42% male

The respondents rated the tour highly with 94% rating either Excellent or V Good. (65% Excellent 29% V Good).

Majority of visitors found information about the tour:

- On-line 50%
- Local media 27%
- Word of mouth 18%

## **2. Audience Finder:**

### **Audience Champions Yorkshire 2020-22**

### **Visitor Survey Report**

### **Summary**

#### **Introduction**

Audience Finder is a national audience data and development programme that independently evaluates visitor surveys. It provides impartial 'industry standard' research and evaluation. This involves visitors completing a visitor survey from the QR coded leaflets our museum hands to visitors as they leave. Audience Finder also undertakes face-to-face interviews. Our museum has accessed this valuable 'free to us' resource through the ongoing valuable support we receive from Museum Development Yorkshire (MDY).

The latest (and first for us) report provides results from the timescale November 2020 to April 2022. It is our first report from Audience Finder. Our museum is grouped with a cohort of similar museums, mainly but not exclusively independent museums, across Yorkshire & Humberside, although it is worth saying that some of these museums are large museums with a number of paid professionals working in them and are regional attractions. However, as you will see, I am pleased to report that we perform very well indeed, when compared with our cohort peers. As chair, I am immensely proud of the results which generally put us in the highest quartile across a wide range of areas. Can I commend this report to you.

The survey results will help us identify what we do well in addition to areas where we can do better.

The report runs to 84 pages, so I have tried to provide a useful summary.

Our cohort comprises the following museums.

Bolling Hall, Beck Isle Museum, Clifton Park Museum, Dales Countryside Museum, Epworth Old Rectory, Kelham Island Museum, Kiplin Hall & Gardens, Whitby Museum, York Army Museum, and Jorvik Group,

It is worth pointing out that the number of our museum visitors completing this survey was quite a low number, but this does reflect the return levels on our own 2018/2019 visitor survey. In any event, the Audience Finder researchers have taken account of this and applied suitable industry standard weighting.

In addition to the lengthy report, we have been given a number of anonymised feedback comments that are attached at the end of this summary.

## What do we do well?

As I have already hinted the results show that across the majority of indicators we perform exceptionally well. The report enables us to see where we perform against other museums in the region providing a 'benchmark' for comparison. This 'benchmarking' is something MDY has encouraged us to do.

Our museum had the highest number of **first-time visitors** - 87% with the other museums having higher numbers of repeat visitors.

Our museum was at the higher quartile of **'people visiting in groups'**, with 'single adult with other adults' featuring the highest.

There are a variety of reasons for visiting. Our museum scored highly on **'to learn something'**. Clearly our visitors see this as a prime motivation.

When asked about the **'quality of the exhibition'** we were joint 4th highest with 80% rating us as very good and 18% as good. The best scores were 83% for the Beck Isle Museum and the York Army Museum. The Jorvik group came top at 89%.

In terms of **value for money**, we were rated average with 80% saying we were very good and 13% as good.

However, our score for **'the whole experience'** was 87% of respondents rating us very good, the joint highest score.

For **'how welcoming the staff were'**, 96% said very good, the second highest score with the highest score being Beck Isle with 98% rating as very good.

The **ticketing experience** 77% rated us as very good which was average for our group.

**Finding your way round the site:** 80% rated us as very good, the second highest score with only the York Army Museum getting a higher score. For **ease of access around the site** we were in 76% rated us as very good, the 3rd highest score.

**Information about the museum/exhibits**, we came top with 84% rating us as very good, the nearest was 80% and two at 77%.

**Shopping facilities** 88% of visitors rated our shop as either very good or good. This put us in 2nd place.

84% of our visitors would **recommend us to others**. By no mean the highest score but a good rating.

**Demographics.** 54% of our visitors were women and 46% were men. The majority age group visiting was 45 - 54 ears of age. 89% identified as white, 7% mixed or multiple ethnic background and 4% Asian or Asian British.

11% of our visitors identified themselves as disabled or having some form of long-term health issue - the second highest in our cohort.

**Covid 19 Safety & Cleanliness** - 100% of our visitors rated us as very good or good. 98% said availability of hand sanitiser was either very good or good. 98% thought our social distancing, signage and staff ensuring safety was either very good or good.

**Managing crowds and scheduling arrival times** also scored 4th highest at 80% for very good.

**Where do our visitors come from?** 55% come from Bradford and a further 28% from West Yorkshire. The remaining 17% come to the museum from as far afield as Edinburgh and South Holland.

**The distance driven** to get to the museums does not really compare like with like. However, respondents visiting our museum the majority were local 0 - 5 miles at 33% but, 24% drove over 20 miles to visit us. For 45% their journey was 15 - 30 minutes.

### **Areas for improvement**

The report outlines a rather complex data set around communications and social media. In terms of communications our highest score is for visitors who discovered us through word of mouth 28%, (36% said this was the main motivation for visiting), followed by our website 13%. Twitter & Facebook were negligible. Social media is an area for development but only one museum scored highly across the complex social media and communications data set.

Newspapers, leaflets and printed brochures were quite low too. In fairness many other museums had poor and varied scores.

Sadly, 67% said they have never visited our museum website, social media channels to watch or read content.

Our social media is an area we know needs improvement and at the time of writing we are recruiting a volunteer who will be responsible for all our social media.

### **Concluding Thoughts.**

For a museum of our size and run almost entirely by volunteers, and just one hard-working part-time staff member, our museum performs to an extremely high standard. In the majority of cases our visitors ranked us in the top quartile, in some cases out-performing all other museums.

As Chair I continue to be impressed by the hard work and expertise of everyone at the museum. Hopefully the results of this survey validates all the hard work that goes into making our museum successful.

Thanks again.

Phil Read

Chair.

### **3. Visitor Feedback Survey Report 2022 - 23.**

#### **Introduction**

The Bradford Police Museum has received an independent visitor feedback report provided by The Audience Agency and funded by Museum Development Yorkshire. The agency was called *Audience Finders* but has rebranded now as *Audience Answers*.

This annual survey report compares our museum with comparative museums in the region. This is called the Audience Champions Yorkshire Cohort 2 group. Our cohort of museums is the following:

- The Beck Isle Museum
- Bolling Hall
- Clifton Park Museum
- Museum of North Craven Life
- Whitby Museum

Our visitors are asked to complete the survey by volunteers handing out a leaflet with the QR link. The Audience Finder survey was conducted via a combination of fieldworker led onsite face-to-face interviews, supported self-completion on paper, self-completion on own phone/device using QR code survey link and post visit e-surveys.

A set of additional optional questions were added to the core Audience Finder surveys of participating museums. Additional themes across the Audience Champions groups were: communications, ratings, digital engagement with the organisation (in the context of the pandemic) and Covid-19 safety ratings.

83 visitors were surveyed from a potential visitor audience of 2257. The survey is voluntary and relies on visitors being made aware of the survey and then taking the time to participate. There is an 11% margin of error.

The survey results are excellent. In terms of satisfaction our museum is usually in the top 2 museums across all the data ratings.

The survey also provides useful information about our visitor demographics and motivations for visiting us which is useful in the future.

#### **Results**

##### **When did people visit.**

Across the year the top 3 months for visits to our museum were:

- April 16%
- July 12%
- November 12% - (Ghost Tour may have helped)

86% were first time visitors, the highest in our cohort. Of the 14% who had been before, 2% were frequent visitors and 12% last visited over a year ago. Clifton Park Museum, Rotherham had the highest repeat visit figure at 35%.

##### **Who were you with?**

88% visited with other people (over 16 years) in their group, The second highest % in the cohort with the mean group size of 3.

The makeup of all groups showed:

58% with other adults

20% with other adults & children

10% single adult with children

### **Motivation for visit**

To learn something - 69%

To do something new - out of the ordinary - 52%

To spend time with friends or family - 47%

To be intellectually stimulated - 39%

To be entertained - 34%

### **Quality of the Exhibition**

91% gave us a rating of very good - the highest in the cohort.

### **Value for money**

90% gave us a rating of very good - with only the Craven Museum with a better rating.

### **Whole Experience**

95% gave us a very good rating - the highest % rating in the cohort.

### **How welcoming were staff**

96% gave us a very good rating - the second highest score with Beck Isle Museum on 97%

### **Ticketing Experience**

97% gave us a very good rating, the joint highest in the cohort.

### **Finding your way round the site & ease of access**

93% rated this as very good - the highest in the cohort. However, only 66% said we were easy to access in and around the site. This is understandable when you consider the layout and court access.

### **Information about the museum and exhibits**

83% said it was very good - the highest rating in our cohort.

### **Shopping facilities**

41% said very good and 40% said good.

### **Recommend to others.**

83% of visitors were highly likely to recommend our museum to others.

## **Visitor Demographics - The Bradford Police Museum**

63% Male (second lowest across cohort), 37% female (third highest across cohort)

28% aged 35 - 44  
16% aged 45 - 54  
21% aged 55 - 64  
23% aged 65 or over

### **Ethnicity**

95% declared themselves as White.  
6% as other

6% declared a disability.

## **Visitor Social Groupings**

Audience finder use a matrix of social segmentation to help understand visitors and their attitudes to culture and what they like to see and do. Our results show:

25% are mainstream arts and culture fans motivated to visit by children, family and friends.  
16% are local better off couples.  
15% are described as cash strapped families in low income urban areas, but who like to take part in community based entertainment.  
14% are sociable retirees looking for inexpensive local leisure opportunities.

These percentages mirror the demographic groups right across Yorkshire and the Humber.

## **Where did the visitors come from - Geography**

99% of our visitors came from the UK  
85% came from the Yorkshire & Humber region. (3rd highest in cohort)  
Broken down by:  
53% Bradford  
8% Leeds  
8% Calderdale  
6% Kirklees

8% from the north east.

## **Communications**

### **How did you hear about the museum?**

Word of mouth - 35%. With this providing the strongest motivation.  
Museum Website - 20%  
Our posters or advertising - 15%  
None of these just found it - 15% Our Facebook - 14%  
Our leaflet or some other leaflet - 12%

## **Covid related questions**

### **Frequency of engagement with the museum's digital offer.**

71% said they never visited our website during covid. Two other museums had a higher figure. Of the remaining 29%:

13% said they visited the website most days.

8% every 1 and 3 months.

80% said they visited the website about the same number of times since lockdown in 2020.

20% said their frequency of visits has increased somewhat.

### **Covid hygiene and cleanliness of the venue**

90% of visitors said our cleanliness was very good (the highest rating in the cohort)

83% said the availability of hand sanitiser and wipes was very good, (again the highest rating).

### **Implementation of social distancing measures (e.g. signage, floor markings, staff ensuring safety)**

69% rated very good (second highest), 19% good.

### **Managing queues and scheduling arrival times.**

79% rated this as very good - the highest score in the cohort.

79% said the measures did not impact negatively on their visitor experience.

## **4. Audiences Objectives and Current Activity**

Understanding our user base has enabled us to develop and strengthen the offer, as well as trying to reach harder to reach audiences. We are currently undertaking activity aimed at **increasing** and **diversifying** our audiences. We also intend to carry out future activity and initiatives with the same purpose all of which is outlined below:

### **(a) Group Tours**

Group Tours Group Tours pre covid made up half of our visitor numbers. We intend to market and continue advertising Group Tours in order to attract more bookings and improve our booking and payment procedures to facilitate easier booking and payment. This has been done to some extent as groups can now book online on Ticket Source.

### **(b) Special Events**

Our three special events will be marketed into 2024 with campaigns highlighting the available offers with new posters, flyers and social media and press and media campaigns. These offers are:



**Ghost Tours** are bespoke tours aimed at sharing the psychic events evidenced at the museum and telling an historic narrative relating to one of the museum's former prisoners from the 19<sup>th</sup> century believed to still haunt the cells and the court. These are held approximately six times a year and tend to sell out very quickly.

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**Trial by Jury** a court reenactment of a Victorian murder in Bradford giving the public the opportunity to sit on the jury was introduced October 2023 and both scheduled events prior to the New Year were sold out very quickly.

We intend to develop further all three of the above offers in 2024 in order to attract new audiences and expand the current museum offers from running half a dozen a year currently to running all three to at least one a month throughout the year.

**Escape room.** We will also attempt to run a pilot escape room event in 2024. Work was undertaken on this project prior to covid and was based on clues based on the history and heritage found in the museum.

**Crime Weekend.** In summer 2024 the museum will celebrate its 10<sup>th</sup> Anniversary. We intend to organise a crime weekend in the summer as part of the celebrations. This will be based on a format that we have used before as part of the Bradford Literature Festival. Some of our volunteers have written books on policing, ghost activity and other related topics. In addition, we have crime writers who support the museum.

We will organise and run a series of talks and lectures and interviews in the court with invited guests, writers and speakers. A small bespoke crime display of items in the museum's collection will also be part of the event and tie in with one of our historic walking tours.

### **(c) Wider harder to reach audiences.**

Museum visitor data shows that only around 8% of our visitors come from a visible minority ethnic background from a local population comprising of 30% of residents from minority ethnic backgrounds. To be relevant and inclusive in terms of our visitor offer we need to increase our visitors and audiences from those communities. The museum now has a target to increase visitors from visible minority ethnic background to be 20% of all visitors by 2024.

Our research and experience tell us that if communities feel that we are telling their stories which are relevant to them and form part of their shared history and sense of belonging they will be inspired and interested in finding out more.

The museum has carried out some work to reach out to those audiences and organised a pilot event in the community called "Police, Peace, Protest: The Heritage of Police and Peacekeeping in Bradford" in 2017. The Peace Museum came on board to partner the event which was well attended by the local community.

However, more activity has taken place in relation to this objective:

In 2022 the museum obtained around £15,000 of funding from the National Heritage Lottery Fund through the Association of Independent Museums New Stories New

Audiences. The funding was used to deliver a project called Diversity and Policing: A Shared History that reached out to a wider and more diverse audience.

The museum has a wealth of unseen material covering the work of the police locally with minority ethnic communities over the last 40 years and our director was the districts Police Race and Community Relations officer who managed the work of West Yorkshire police in Pakistan and India for five years. The project had two main areas of activity:

- Firstly, we organised a series of Community engagement events that were held in local communities and a focus group in partnership with Bradford Race Equality Network and the Bradford Hate Crime Alliance. At all these events we shared our project, our stories, and the history that we were/ are interpreting. We shared our aspirations for this story and our desire to engage with them to share their shared history. To share their experiences as they saw them.
- Secondly, in March this year we launched an exhibition in the museum called 'Diversity and Policing: A Shared History', which tell the story of the relationship between the police a minority ethnic community across Bradford between 1974 and 2006. The exhibition will run in its current format to the end of 2024, at which time we will evaluate any impact on audience visitor numbers but at the current time we have seen an increase of visitors from our target communities. In addition to the exhibition a booklet was published covering the events in the timeline.

## **New activity in 2024**

### **(d) Oral History and Adult learning programmes**

The museum now has a wonderful platform to take this forward our work on increasing our diverse audiences. We want to create more adult learning based on the exhibition and the story we have put together.

We are currently working with the National Lottery Heritage Fund on a funding bid that we will be submitting in 2024 for a project on obtaining oral histories from former police officers in addition to people in diverse communities who have worked with or were involved with the police fifty years. Elements of the project will be fed into adult learning opportunities within the museum. Work on developing adult learning programmes is already taking place.

**Working with Universities of Police degree programmes.** During 2023 the museum has been working with a consultant provided through support from Museum Development Yorkshire on producing bespoke learning modules that can be introduced into various police degree and school education programmes which involve the museum, and the history and heritage which it contains.

In addition, the museum is already in discussion to partner with two universities on their Police degree programmes, those being Leeds Trinity University and York St John University.

In November 2023 students and tutors from York St John University visited the museum. Such visits in the future will form the basis for input on these courses by the police museum as part of the museum adult learning programme. Oral histories and the work on

the Diversity and Policing: A Shared History' project and exhibition will be included in the adult learning programmes developed by the museum in the future.