

Inspiring Everyone: RAF Museum Midlands Development Programme



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Audience Development Strategy
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1. RAF Museum – Vision and Purpose

1.1 Our Purpose

is to share the story of the Royal Air Force - past, present and future, using the stories of its people and our collections, to engage, entertain, inspire and encourage learning.

1.2 Our Vision

is to inspire everyone with the RAF story – the people who shape it and its place in our lives.

1.3 Our Values

The shared values that guide our planning and behaviour are INspire:

- Integrity: we are open, transparent and ethical
- Sharing: we work as a team to ensure our collections and expertise are accessible to all
- Passion: we care deeply about sharing our collections and their stories
- Innovation: we tell our stories and develop our business with creativity and imagination
- Relevance: we ensure our legacy by linking our histories with today and tomorrow
- Excellence: we are professional and strive to ensure excellence in all that we do.

1.4 Our Strategic Priorities

As an organisation, we aspire to be entrepreneurial, agile and sustainable in our approach, and have agreed five key strategic priorities which will underpin all that we do for the current strategic planning period to 2030:

- Inspiring innovative engagement, debate and reflection
- Connecting with communities and partners
- Inspiring our people within a dynamic, diverse and collaborative culture
- Fit for the future with brilliant basics
- Embedding an entrepreneurial, agile and sustainable approach.

At the 2020 review of Strategy 2030, Trustees approved the added emphasis of 'onsite, offsite and online' to demonstrate that we are determined to develop and deliver engagement across all three areas

1.5 Our Commitments

As part of Strategy 2030, three key commitments have been developed with our staff team which thread through all our Museum activities and plans.

Sustainability Commitment: We are in a Climate Emergency and the RAF Museum is committed to addressing this crisis through our operation. We will operate in an environmentally sustainable way, applying the principles of sustainable development for the benefit of current and future generations, both locally and globally.

Equity, Diversity and Inclusion Commitment: The RAF Museum believes that everyone has the right to live without fear or prejudice regardless of race, age, gender, disability, sexual orientation, social class, religion and belief. Our aim is to embed a supportive and open culture which is

inclusive, positive and fair to all, develop flexible opportunities to encourage engagement with the Museum onsite, offsite and online and celebrate differences.

Health & Wellbeing Commitment: The RAF Museum is committed to creating an environment where health and wellbeing are actively promoted, where people feel engaged and valued for their contribution. We aim to create a health promoting workplace where people can be themselves, feel their best and perform at their best, so we can deliver an exceptional experience for our visitors.

2. RAF Museum - Audience Development Strategy

Museums are social spaces, combating isolation with a warm and inclusive welcome, while engagement with our collections can have a profound positive impact. This is amplified by our talented and dedicated team of paid staff and volunteers who use their knowledge and creativity to make our objects relevant and bring our spaces to life, bringing specialist skills and different perspectives.

To support this engagement, we need a thorough understanding of our audiences – who they are and their motivations for visiting. We also need to understand who is under-represented and the barriers that may be preventing them from visiting. This will enable us to target our resources effectively, building and broadening our audience base whether they are onsite, offsite or online, local, regional, national or international.

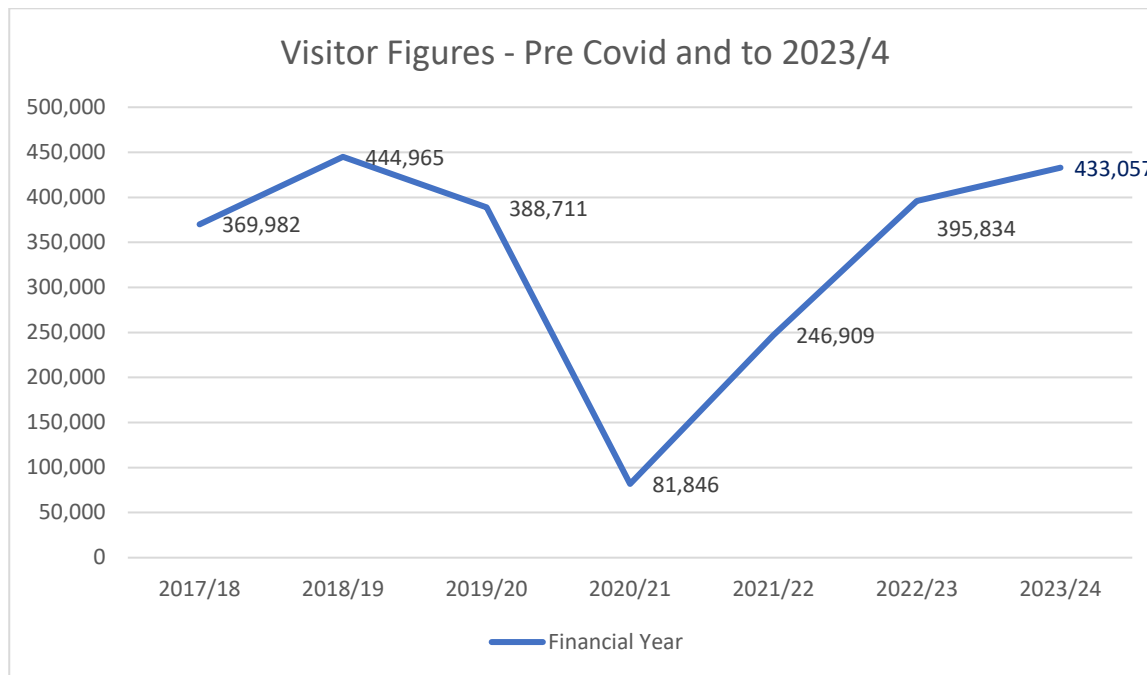
This strategy focusses on audience development for our Midlands site which will be delivered through the Inspiring Everyone: RAF Museum Midlands Development Programme.

It includes:

- Who our current audiences are, and the methodologies used to identify them
- Who our target audiences are and how we have identified them
- What the barriers are to engaging with the Museum
- What activities and messaging we will employ to break down these barriers
- How we will evaluate our progress.

3. Where we are now

In 2023/24 the RAF Museum Midlands welcomed 433,057 visitors against a target of 430,850. We have been rebuilding audiences since the pandemic and the Museum has now successfully restored our audience numbers to above pre-pandemic figures.



3.1 Current Visitor and Non-Visitor research

The Museum conducts rolling research of our audiences and their motivations. This information is used to inform the Museum's programming, our channel selection, the promotional messaging strategy and the methodology, such as imagery and tone of voice, of our marketing campaigns. All key decisions about the visitor offer at the Museum are informed by the research and the feedback we receive from our visitors.

Our regular research programme includes:

3.2 ALVA Face to Face Interviews

Annually, a total of 300 Face-To-Face interviews at both sites, 100 people three times a year, during a mixture of high and low days, conducted through BDRC Research. This research examines who our visitors are, their motivations for visiting, how they heard about the Museum, their visitor experience and how we performed against their expectations. The Museum has been a member of ALVA since 2013 so has 10 years' worth of trend data to draw from.

3.3 Muse: Brand Tracking Study

A Quantitative study, using Muse Research 'Days Out & Culture Panel' and a sample of 4,200 individuals is conducted on a six-monthly basis. It provides data for the Museum and our competitive set, covering Spontaneous and Prompted Awareness, Net Promoter Score, Advertising Awareness, and Intention to Visit the Museum.

3.4 Digitickets

The Museum's ticketing database holds the details of around 200,000 visitors to our Midlands site. This data is drawn upon three times a year (see below) to conduct postcode analysis of where our visitors are coming from.

3.5 Postcode Analysis

This analysis is carried out three times a year with a minimum sample size of 1,000 post-codes per session. All postcodes are analysed by the Audience Agency. The reports produced show the locations visitors travel from, their MOSAIC segmentation, including propensity to visit by MOSAIC Profile, and country of origin if visiting from outside the United Kingdom. Data is taken from the Museum's current ticketing database.

3.6 Exit Surveys

Visitors who have pre-booked with Digitickets receive an online exit survey within 24 hours of their visit based on ALVA's questionnaire. This data is analysed by Decision House Research and uploaded monthly to their Voice of the Visitor portal from where it may be interrogated.

3.7 Social Media

Analysis of social media engagement includes the profile of users on various platforms by age, gender, location, and number of interactions on a quarterly basis.

3.8 Online Visitors

Analysis of online visitors to the Museum's main website, rafmuseum.org includes the profile of users by age, gender, location, and number of interactions on a quarterly basis

3.9 Event Surveys

Using the Museum's Digitickets platform, event surveys are sent to those who have pre-booked asking them about their experience and for key demographic data. Analysis of this data takes place on an event-by-event basis.

3.10 Specially Commissioned Research

Specially commissioned research, including focus groups, may be employed using independent agencies such as Jura, Muse and Questions Answered. Such research is commissioned on a project by project by different Museum teams supported by Marketing and Comms.

3.11 Inspiring everyone: visitor and non-visitor surveys

Two key pieces of large-scale audience research have informed the Inspiring Everyone: RAF Museum Midlands Development Programme:

- A visitor survey undertaken with visitors to RAF Museum Midlands by JURA/Scotinform Research in 2022 (n=1,451)
- A non-visitor survey undertaken by MEL Research in 2023 (n=695)

The following sections draw on their analysis as well as the most recent postcode analysis run between April and June 2023. Full versions of the visitor and non-visitor research are available.

4. Our Current Visitor Profile

4.1 2022 Visitor Survey

Data from the 2022 visitor survey provided indication of our visitor demographics, with the caveat that the data represents the single member of each party completing the questionnaire:

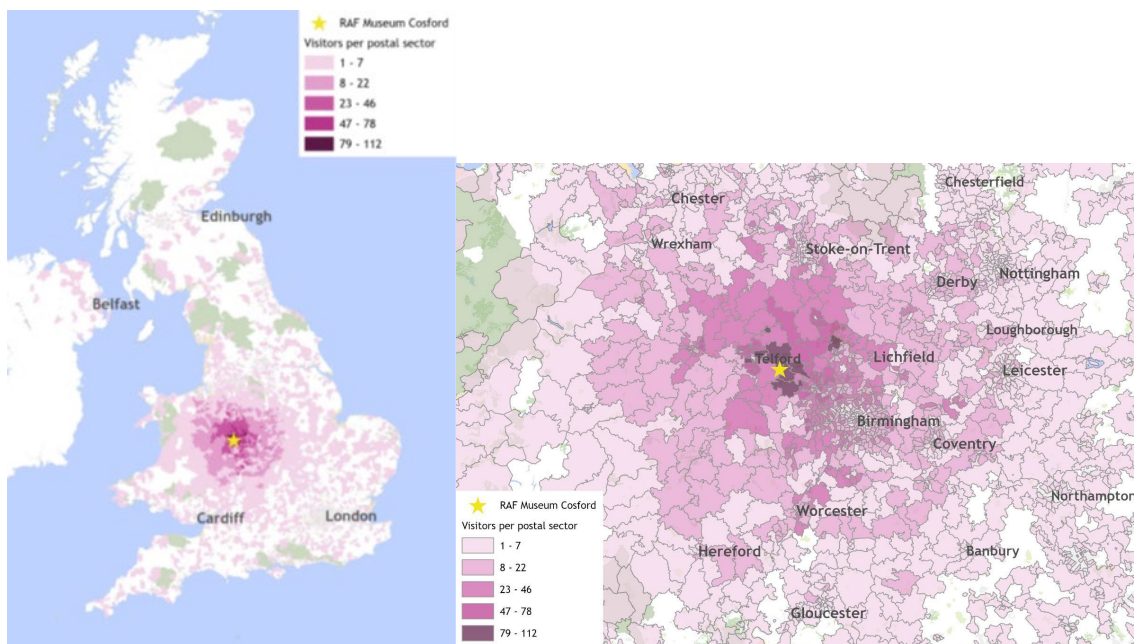
- Respondents were 50% male, 48% female (49% male, 51 female UK / 49% male / 51% female in the Midlands*)
- Over two-thirds were aged between 35 and 64 (28% 35-44, 20% 45-54, 19% 55-64) (38.8 % in the UK: 13.3% 35 -44 UK, 12.8% 45-54 UK, 12.7% 55-64 UK. 38.2% in the Midlands: 12.6% 35-44 Midlands, 12.8% 45-54 Midlands, 12.8% 55 -64 Midlands*)
- 8% reported that their day-to-day activities were limited because of a health problem or disability (compared to 18% in the England population / 19% in the Midlands area/ 24% for the U.K*). Respondents aged 55+ were more likely than younger visitors to report a health problem and/or disability. Two thirds of those reporting a health problem/disability had a mobility disability, and a quarter had a mental health issue.
- 60% of respondents were in managerial and professional roles (lower managerial and professional – 31%, higher managerial and professional 29%) (56.1% UK - 32.8 % lower managerial and professional UK, 23.3% higher managerial and professional UK. For the Midlands this proportion is 14.4% higher managerial and professional, 32.2% lower managerial and professional.
- 95% of respondents were from a white background, compared to 77% in the West Midlands population (82% for the U.K*)
- 11% of respondents live in Shropshire, 18% in Staffordshire, 6% in Telford and Wrekin, and 31% elsewhere in the West Midlands (total 66% from the West Midlands). 7% come from the East Midlands, 26% from elsewhere in the UK, and 1% from overseas.

* Census 2021

Based on the 2022 visitor survey, we also know:

- Most visitors (81%) have no connection to the armed forces
- 7% are aviation enthusiasts, this group is predominantly male, white and age 45+
- Most people visit the site with other people (93% of respondents), and most visit in a group including children (62% of respondents). 6% of respondents visited alone
- 38% of respondents were first-time visitors to the museum and 62% were repeat visitors
- Of the repeat visitors, 23% had visited in the last year
- 71% of Shropshire residents were repeat attendees
- Repeat visiting was still high among respondents from outside the Midlands: 47% had visited the site previously.

Postcode analysis enabled heat maps to be produced showing UK locations of visitors:



Postcode analysis from respondents within the West Midlands or East Midlands showed that the most prevalent MOSAIC segments were:

- H Aspiring Homemakers (18%)
- G Domestic Success (14%)
- I Family Basics (11%).



The first two groups are over-represented compared to the base population, while the Family Basics' group is slightly under-represented. Nonetheless, this represents an opportunity for the Museum, in that this group is not always prevalent at visitor attractions /cultural settings due to the associated costs.

4.2 2023 Non-Visitor Survey

Non-visitor research undertaken in August-September 2023 provided valuable insight into who our non-visitors are, what might drive them to visit and what the key barriers might be.

The research surveyed 695 people. These were all people living relatively locally (within around an hour's drive) who had never visited RAF Museum Midlands before, but who were open to visiting museums (those who said they would definitely not visit museums/themed experiences were excluded).

The sample was weighted to include substantial segments of non-visitors from ethnic minority groups, people with additional needs and people from the most deprived areas. 695 respondents were split into two geographical areas:

- Inner area (224) – roughly a 30-minute drive to the Museum and under
- Outer area (471) – those where it would take more than half an hour to around an hour to drive to the Museum.

Other demographics included:

- White ethnicity (422)
- Ethnic minority (268)
- Those with additional needs (selected they had a long-standing physical or mental health condition) (249)
- Those from the 20% most deprived areas (as defined by postcode using IMD) (193).

4.3 Key Research Findings

4.3.1 Low levels of spontaneous brand awareness across all groups (except for RAF Personnel)

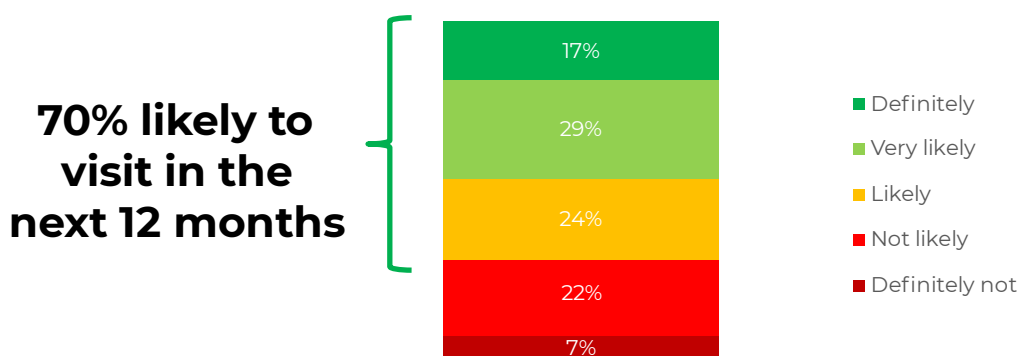
Data (Muse Brand Tracking Research October 2023) shows when we do invest in building our brand awareness, giving people compelling reasons to visit us, presented in a fun and engaging way, we see a significant increase in visitor numbers and spend per visitor.

4.3.2 A current lack of understanding about the RAF Museum experience across all groups

We have a significant challenge to inform and engage people about what we offer and the benefits of visiting. Muse Research shows that people lack an understanding of the RAF Museum experience, and the RAF Story and its current relevance. However, the non-visitor research demonstrated that, once people are made aware of the offer, they are very positive and state a strong intent to visit.

Likely to visit in the next 12 months

- After finding more out about the RAF Museum Midlands through completing the survey, 70% of non-visitors are likely to visit in the next 12 months



QRAFI0. Taking everything into account, how likely are you to visit the RAF Museum Midlands in the next 12 months? Base (695)

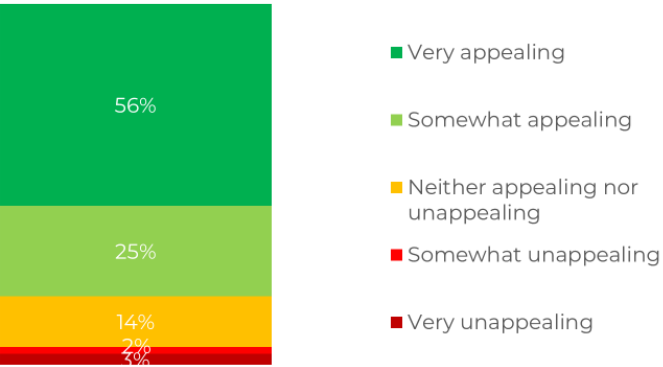
4.3.3 A lack of awareness that it is FREE to enter the Museum across all groups

The non-visitor research showed that when people are shown what the RAF Museum experience involves, they assume this quality of experience would lead to a substantial charge for an adult ticket (Source: M.E.L Research. When told the Museum is a free experience, it is a significant

incentive to visit, with 81% of respondents stating that they found this appealing and 71% of respondents stating that they would visit in the next 12 months (Source: M.E.L Research).

Appeal of museum being free to enter (with parking the only cost)

- The museum being free to enter is very appealing to non-visitors, and should be a key message to highlight in communications



81% found the free entry appealing

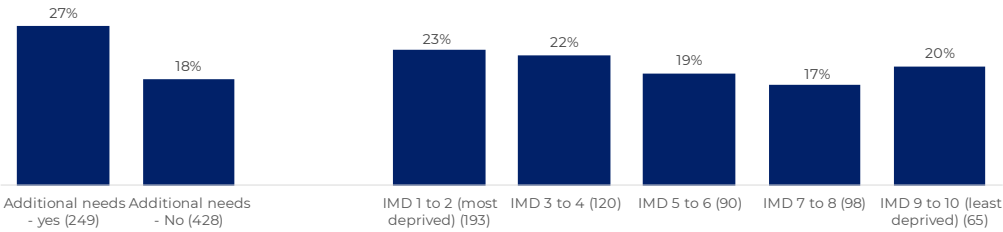
QRAF9a. The museum is free to enter, with a charge of £6.50 for parking for those with a car. Based on what you've learnt about the RAF Museum Midlands, do you find this... Base (695)

This represents a significant opportunity across all target groups to promote that we are free to enter, particularly when people are looking for ways to spend quality time with family and friends, when they are concerned about the cost of living.

4.3.4 Travel to the Museum is problematic for people whose IMD is 1-4 and people with additional access requirements

Why not visited before– Too far away

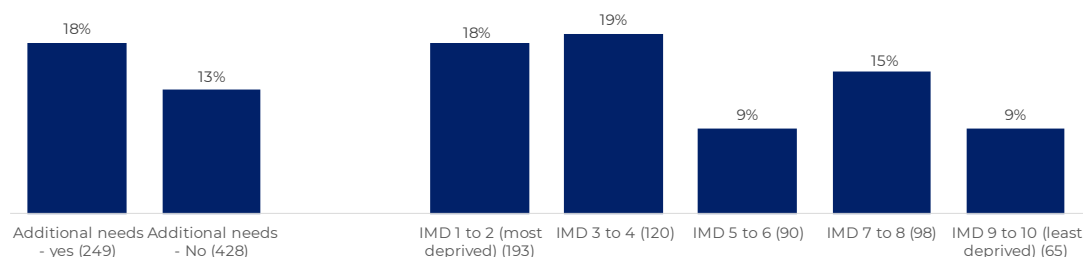
- Those with additional needs are significantly more likely to not have visited as they deem the museum to be too far away (N.B., those with additional needs were also more likely to live in the outer area, so this may also be why they have selected too far away)
- Those from more deprived areas say this answer more often than the other IMD groups, although this difference isn't significant



QRAF5. – Why haven't you visited the RAF Museum Midlands before? Base in brackets

Why not visited before– Too hard to get to on public transport

- Those with additional needs are slightly more likely to state it being hard to get there by public transport is a reason they haven't visited the museum before
- This was also more likely to be a barrier for those whose IMD is 1 –4



QRAFS. – Why haven't you visited the RAF Museum Midlands before? Base in brackets

4.3.5 Non-visitors from Black, Asian and ethnically diverse backgrounds

Those from Black, Asian and ethnically diverse backgrounds were likely to score more highly on statements related to not feeling 'at ease' in museums (such as being boring, and not for them, and being difficult to navigate). However, it is important to recognise that there are different attitudes to museums within this cohort.

People from Black, Asian and ethnically diverse backgrounds were more likely to agree that:

- Museums should cater to a wide range of audiences, including children and families (81% vs. 73%)
- I often seek out museums as a source of inspiration and creativity (50% vs. 38%)
- Museums should use modern technology and multimedia to enhance visitor engagement (75% vs. 62%)
- Museums should actively address controversial topics and promote dialogue and discussion (63% vs. 50%)
- Museums are too expensive and not worth the cost (32% vs. 23%)

People from Black, Asian and ethnically diverse backgrounds were more likely to believe that the Museum is expensive. They were more likely to find it appealing that the Museum is free to enter.

People from Black, Asian and ethnically diverse backgrounds were more likely to say that they found the RAF Museum Midlands more appealing after seeing the description. Once non-visitors were shown pictures of the Museum and given a description of its core offer 70% stated that they were likely to visit within the next 12 months. This effect was particularly strong for people from Black, Asian and ethnically diverse backgrounds (85% likely/very likely/definitely, compared to 67% for white non-visitors).

4.3.6 Non-visitors with additional needs

People with additional needs are slightly less likely to agree that visiting museums is enjoyable and enriching (68% vs.73%). However, once shown images and description of RAF Museum Midlands, they are almost as likely as other groups to find the site appealing and to report that they would be likely to visit in the next 12 months.

4.3.7 Non-visitors from areas of deprivation

The free entry was particularly appealing to people from more deprived areas (IMD 1 – 4). After seeing information about the Museum, people from more deprived areas were more likely than other groups to report that they would be likely to visit in the next 12 months.

4.4 What we will do to overcome these barriers

We will adopt the following strategies to address the barriers identified, building awareness of the Museum and our offer and creating new advocates.

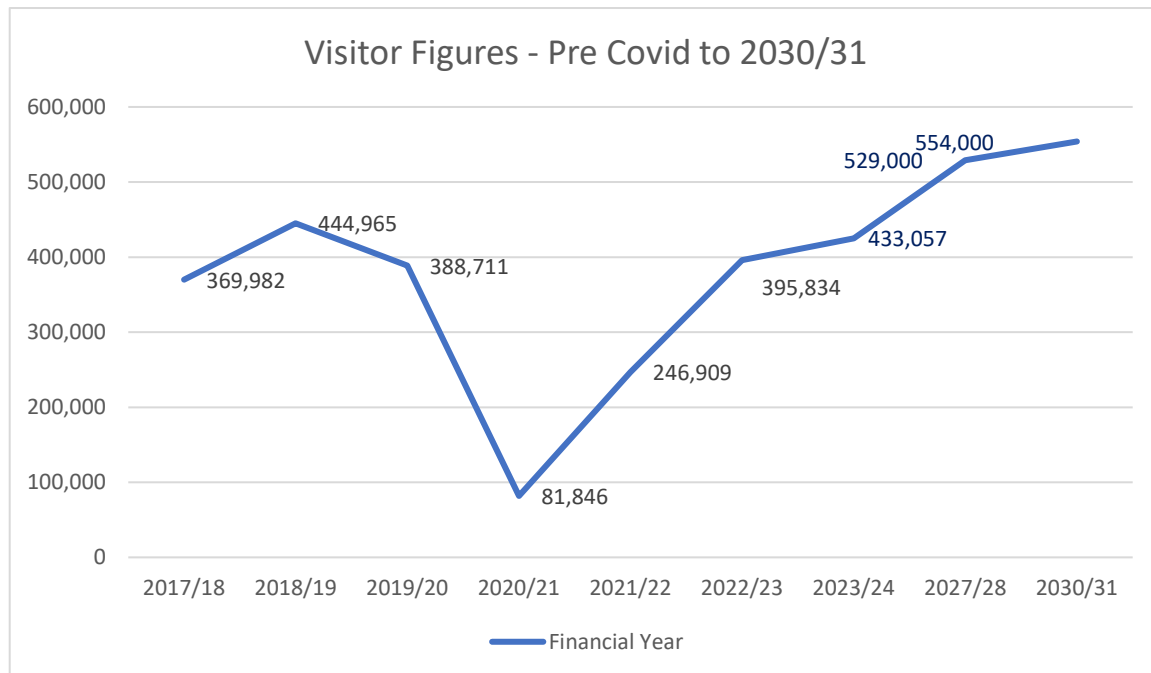
- Co-create fun and engaging campaigns with target audiences connected to the Inspiring Everyone Programme and broader visitor experience that can be rolled out on various platforms using relevant touchpoints in their lives.
- Improve our Search Engine Optimisation and Search Engine Marketing to make finding us online much easier
- Restructure our website enhancing the user experience so that information required to plan visits is easy to find
- Share up to date information on our website about the visitor offer
- Ensure that our website is fully accessible so that all our on-line visitors have the best website experience possible
- Use relevant digital platforms that our target audiences use to effectively introduce ourselves in an exciting and compelling manner to them with co-created content that inspires them to engage with our collection
- In each piece of content state clearly and boldly that admission to the Museum and our collections is FREE at the point of entry
- Continue to lobby for a more regular and accessible train service to and from Cosford station and an accessible and safe pathway to the Museum, with the provision of a shuttle service until this is installed
- Highlight different ways of travelling to the Museum for visitors who may not be able to access a car/pay for parking
- Continue our trial offer of free parking for visitors from local postcodes.

5. Where do we want to get to?

5.1 Visitor Targets

The Inspiring Everyone Programme will enable the Museum to build and broaden audiences across a range of target groups set out below.

We will increase onsite visitor numbers from 433,057 in 2023/4, to 529,000 once the new exhibition opens in July 2027 and then to 554,000 by 2030/1.

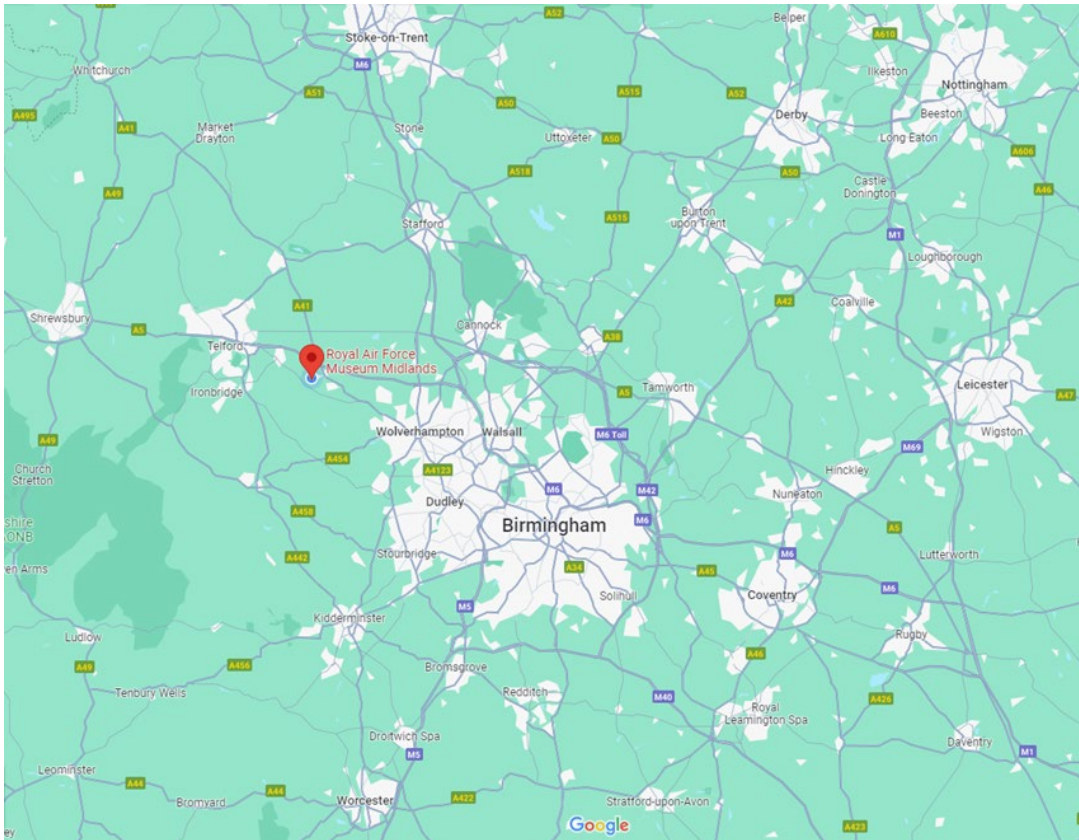


5.2 Museum Location and local marketplaces

The Museum is a short distance from several major towns and cities.

- 6 miles from Telford town centre which has a population of 185,600 people / 76,500 households (Source: 2021 Census). This distance is as the crow flies, if using transport its 8.5 miles.
- 10 miles from Wolverhampton city centre which has a population of 263,700 people / 102,000 households (Source: 2021 Census).
- 15 miles from Dudley town centre which has a population of 323,495 people / 140,960 households (Source: 2021 Census).
- 18 miles from Walsall town centre which has a population of 284,100 people / 115,700 households (Source: 2021 Census).
- 22 miles from Stafford town centre which has a population of 136,867 people / 64,000 households (Source: 2021 Census).
- 23 miles from Shrewsbury town centre which has a population of 76,782 people / 32,535 households (Source: 2021 Census).
- 28 miles from Birmingham city centre which has a population of 1,144,900 people / 423,500 households (Source: 2021 Census).

RAF Museum Midlands - Local Context Map



5.3 Indices of Multiple Deprivation

The Midlands has some of the UK's areas with the highest Multiple Indices of Deprivation including high levels of social isolation, low cultural and social capital, and poor health outcomes. Research shows that only 9% of our current visitors come from these areas but account for 23% of the local population.

Index of Multiple Deprivation rankings for local urban areas

Area	Drive time	Public transport mins	IMD ranking (out of 317, 1 is most deprived)**	% of LSOAs in most deprived 10% nationally	% Visitors
Telford (and Wrekin*)	20	9	99*	16*	6.26
Wolverhampton	30	16	19	21	4.25
Sandwell	30	64	8	20	3.40
Walsall	35	65	31	26	4.10

Shropshire (key town Shrewsbury)	40	34	165	1	3.00***
Stafford	40	56	233	0	2.10
Dudley	45	66	104	11	5.36
Stoke-on-Trent	50	55	15	32	2.55
Kidderminster (Wyre Forest)	50	94	114*	6	0.80
Bromsgrove	60	94	271	0	1.40

Source: IMD and deprivation, Ministry of Housing, Communities and Local Government Open Data. RAF Museum Digiticket database of 2,000 visitors March/April 2024

* Figure relates to wider council area in which town sits

** Index of Multiple Deprivation ranking for lower tier authorities – 1 is most deprived

***Shrewsbury and Atcham, Shropshire

5.3 Ethnic diversity

While our visitor profile reflects the local Shropshire population in terms of ethnic diversity, it is dramatically different to the profile of the wider Midlands area. Internal tracking and research from our baseline in 2022 (ALVA / BDRC) demonstrated that 95% of our visitors are White against a Midlands demographic of 82% (UK demographic of 83%* West Midlands = 77.7%* / East Midlands 85.2%*), and our employee and volunteer profile does not reflect the region's diversity (HR unable to give this figure by site, given people opt out of this in our people survey but those who answer this question 27% describe themselves as ethnically diverse).

Census data and research (M.E.L Research, ScotInform) shows the highest population groups we do not reach are Asian and Asian British (including people identifying as Indian, Pakistani, Chinese and Bangladeshi) and Black – African, Caribbean, and Black British.

Top line regional ethnicity data compared with Museum audience data

	Asian %	Black %	Mixed %	White British %	White Other %	Other %
Museum general visitor	1.8	0.3	0.6	91.8	3.2	0.2
East Midlands	6.5	1.8	1.9	85.4	3.9	0.6
West Midlands	10.8	3.3	2.4	79.2	3.6	0.9
Shropshire	1.5	0.6	0.9	93.8	1.9	1.3

* 2021 Census

5.4 Target geographical ‘cold spots’

Five target ‘cold spots’ have been identified to help the Museum grow visitor numbers from several of our key target audiences and cross-cutting priorities. These are geographical targets where project activity will be focused. They are:

- Telford and Wrekin
- Wolverhampton
- Sandwell
- Walsall
- Stoke-on-Trent

More detail on the population profile of each area and specific characteristics and challenges can be found below.

Telford and Wrekin	10.5% of the population come from ethnic groups other than White British with the largest group being White Other at 2.7% 92.7% of residents were born in the UK 20.8% of school age children are from ethnic backgrounds other than White British 32.7% of residents report bad or very bad health compared to 27.4% nationally Juxtaposition of some of the most deprived and least deprived areas in the country 26.6% of 16+ residents of Telford and Wrekin have no academic or professional qualifications.
Wolverhampton	35% of population from ethnic groups other than White British with the biggest group being Indian at 12.9% 20.5% of the population have some form of disability or long-term health condition Younger population than average 20.4% of population children compared to 19% nationally 17.8% of households classed as Family Basics (Mosaic profile) 41% of children from Black and Minority Ethnic communities.
Sandwell	34.2% of population from ethnic groups, other than White British, with the largest groups with Indian or Pakistani heritage 25% of the population are children (19% nationally) More than half of LSOAs in most deprived 20% nationally 1 in 5 residents has one limiting health condition 72.8% (81.1% nationally) say health good or very good Substantially lower proportion of residents with qualifications e.g., 20.3% have no qualifications compared to 7.8% nationally.
Walsall	23.1% of population from ethnic groups other than White British 37.4% of children from ethnic groups other than White British 9 out of 10 residents born in the UK Younger (under 16) and older populations (65-84) larger than the national average 77.3% of residents say their health is good or very good (81.1% nationally) 33.7% of over 16s have no qualifications (7.8% nationally) Extreme levels of deprivation concentrated in the west.

Stoke-on-Trent	20.2% of population from ethnic groups other than White British 23.8% of children under 16 live in poverty (16.8% nationally) 12.3% of the population over 16 have no qualifications (7.8% nationally) 53% of the population live in top 20% most deprived in England 30.9% of households in Stoke-on-Trent had no cars or vans compared with 25.8% in England The prevalence of dementia, epilepsy and other severe mental health conditions are higher locally compared with England.
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Sources: 2011 Census, ONS Annual Population Surveys 2018 onwards, ONS population estimates.

6. Target Audiences

The Museum's Strategic Framework to 2030 has been designed to both continue to deliver a positive experience for existing users – and to increase the reach of the RAF Museum to new visitors to our physical and online site(s), sharing the RAF story with our local, national and international communities.

Our commitment to broadening our audience base can be found across many of our strategies including Interpretation, Access and Learning, Collections Development and Commercial approach.

6.1 Visitor targets by year

Our visitor targets for the Midlands site up to 2033/34 are given in the table below.

	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34
General	333,000	323,000	343,000	390,000	382,000	402,000	407,000	407,000	417,000	422,000
Learning	32,000	32,000	32,000	36,000	44,000	44,000	44,000	44,000	44,000	44,000
Corporate Events	5,000	4,000	4,000	8,000	8,000	8,000	8,000	10,000	12,000	14,000
Public Events	60,000	50,000	50,000	95,000	95,000	95,000	95,000	100,000	105,000	105,000
TOTAL	430,000	409,000	429,000	529,000	529,000	549,000	554,000	561,000	578,000	585,000

6.2 Defining target audiences

From the visitor survey work, analysis of existing visitor data and internal staff workshops, the Museum has identified five key target audiences.

The following audience segments have been identified as key targets for the project:

- Families
- Children and Young People
- Adult day trippers
- Royal Air Force
- Apprentices, trainees, work experience placements and volunteers

Each audience has three cross-cutting principles attached to it:

- That we reach people from lower socio-economic backgrounds
- That we reach people from a wider range of ethnic backgrounds
- That we meet the needs of people with access requirements and additional needs.

For each of the target audiences the Museum will:

Build Audiences (growing the core) – Increasing the penetration amongst audiences who currently engage, and extending our reach amongst potential audiences who have similar characteristics to current visitors.

Broaden Audiences (introducing new visitors) – broadening the range of audiences engaging with the Museum and reaching people who are currently underrepresented in the museum’s visitor profile.

6.3 Key Target Groups and Approach

The sections below summarise the build and broaden approach for audience development for each of the Museum’s five priority audience groups and for the three cross-cutting groups.

Each section sets out targets for the specific audience groups. These targets are based on the Museum’s recent visitor and commercial performance during the post Covid period to date, and forward visitor projections set as outlined below.

- For Financial Year 23/24 – 433,057 (actual)
- For Financial Year 25/26 – 409,000
- For Financial Year 26/27 – 429,000
- For Financial Year 27/28 – 528,000
- For Financial Year 28/29 – 529,000
- For Financial Year 29/30 – 549,000
- For Financial Year 30/31 – 554,000

Where an audience is currently under-represented within our visitor profile, targets are given as a percentage and volume increase, showing how we will grow and develop the audience from its current base.

Note: BDRC/ ALVA refers to the face-to-face interviews that are conducted on-site three times a year.

6.4 Families

They are both current visitors and new to the Museum looking for social, fun and interactive learning experiences that meet the needs of intergenerational groups and offer an inclusive warm welcome

Audience group	Build	Broaden
FAMILIES Local, regional and national	Families (parents, or grandparents visiting as a multi-generational group) with children under 16. .	Families on lower incomes from areas with high levels of ethnic diversity including Telford and Wrekin, Wolverhampton, Sandwell, Walsall and Stoke-on-Trent Families with preschool children aged 0-4 Neurodiverse and SEN families Teenage and younger parents and their children Families from the RAF Cosford patch

Barriers:

- Low levels of brand awareness. spontaneous awareness of the RAF Museum Midlands currently stands at 1.5% within the catchment area. Without awareness of our proposition, it follows that our ability to generate consideration/intent, physical and digital visit occasions,

and positive post visit sentiment are far more difficult. We need to put the RAF Museum Midlands on our regional map.

- Limited knowledge of our offer and experience. Our non-visitor research (MEL) shows that all of our key target audiences for broadening our profile, have a limited understanding of the breadth of our experience and offer. However, once they are made aware of our offer, they state high levels of positive visit intent. The fact we are a free to enter museum is of particular importance to our target audiences when they struggle to balance the monthly budget. We offer a great value day out for all key audiences.
- A prevailing attitude amongst audiences that museums (as a category) might not be 'for them'. Our non-visitor research demonstrated that our key audiences perceive museums in general as rather inaccessible experiences (highbrow) and therefore, perhaps not relevant to them. This research also highlighted that an initial perception amongst non-visitors is that we 'are just a museum full of RAF aircraft', which in itself, is not a significant driver of visit intent. However, when our stories, exhibits, experiences, interactivity, spaces and range all combine, this represents (to potential audiences) an exciting and high value day out. It is a significant driver that we offer lots to see and lots to do, with an opportunity for a different experience each time you visit.

Drivers:

- A free/value for money day out
- The Museum offers something for all ages
- There is plenty to see and do including immersive experiences
- Good transport network – just off Junction 12 of M6 Southbound and with a local station and shuttle bus/short walk
- Plenty of parking on-site
- The Museum offers great family-centred facilities including a café, picnicking and baby change
- The events programme offers reasons to visit in school holidays and reasons for repeat visits.

Baseline and targets

Currently, families account for 75% of visitors to our Midlands site (Source: BDRC/ ALVA Feb 23 – Dec 23). We aim to retain that proportion within our audience, while the total number of visitors and family visits grows.

Target Audience: Families
Baseline 75% in 2023/24 = 324,792 visitors
Baseline 75% in 2027/28 = 396,000 visitors
Baseline 75% in 2030/31= 415,500 visitors

6.6 Children and Young People

Individuals aged 4-16 looking for experiences to support informal learning, alongside insight, inspiration and a fun/positive visit experience in terms of personal development. They may also be visiting as part of a family group.

Audience group	Build	Broaden
CHILDREN AND YOUNG PEOPLE Local and regional	Children aged 4 -11 Children aged 11-16	Children living in areas of higher deprivation, with high levels of ethnic diversity and from geographical cold spots locally including Wolverhampton, Sandwell, and Walsall Children with SEN requirements

Barriers:

- This young audience group is more likely to be disengaged with the concept of 'traditional' museum experiences, are often not the primary decision maker when it comes to the visit decision (this may be a parent, guardian or educational establishment), and are living in a fragmented and complex media landscape, so are ever harder to reach and engage through traditional communications.
- The non-user audience research showed there were very few mentions of the Museum being a good destination to take children, though some mentioned the educational and interactive aspects.
- Accessing the Museum via public transport may be difficult for young people travelling by themselves or with other young people. Potentially requiring multiple trains and / or buses to reach the Museum. this also has a cost implication.
- The cost of transport for school groups in lower socio-economic areas may be unaffordable and prevent them from visiting.
- The Museum's learning spaces are currently at capacity, therefore we are limited with the number of students we can engage with.

Drivers:

- After seeing and reading what the Museum has to offer, the non-user audience surveyed thought the interactive and educational aspects of the Museum, including VR experiences and themed areas for children were very positive and appealing
- The Museum has an aviation themed outdoor playground that will appeal to younger visitors
- The Museum's interactive area of Flight Zone is packed with engaging flight themed experiences for visitors of all ages but will particularly appeal to the Museum's youngest visitors. Including a 4D Theatre, Flight Simulator, Paratroop and VR Experience
- The Museum runs events throughout each school holiday, with plenty of themed activities, workshops, shows and crafts for younger visitors to engage with
- The Museum's Learning and Engagement team run a variety of workshops and events for schools and home educated children.

Baseline and targets

Currently, children and young people aged 4-16 account for 36% of visitors to our Midlands site (Source: BDRC/ ALVA Feb 23 – Dec 23), excluding formal learning audiences. We aim to retain that proportion within our audience, as the total audience grows.

Target Audience: Children and young people
Baseline 36% in 2023/24 = 155,900 visitors
Baseline 36% in 2027/28 = 190,100 visitors
Baseline 36% in 2030/31= 199,450 visitors

6.7 Adult day trippers

Adults of all ages visiting independently, in groups and on organised trips looking for social and leisure experiences to enjoy and feed lifelong learning interests while providing an inspiring and memorable day out.

Audience group	Build	Broaden
ADULT DAY TRIPPERS Local, regional and national	Adult leisure visitors from a wider catchment area Coach trips and group visit packages	Visitors reached through Midlands cultural partnerships Shropshire Tourism market 18- to 24-year-olds coming as independent visitors Day trip visitors from areas of deprivation, greater levels of ethnic diversity and geographic cold spots including Telford and Wrekin, Wolverhampton, Sandwell, Walsall and Stoke-on-Trent

Barriers:

- Lack of spontaneous or prompted awareness of Museum and the benefits of its offer
- Perception that the Museum is hard to reach / far away from visitor base
- Perception that the Museum may not contain the facilities that a day tripper would require to fully enjoy visit – no parking, no café, no shop, no outdoor area
- Perception that the Museum caters for only a certain age group, people of a certain political leaning or for people who are experts in history
- Perception that the Museum is just an aircraft museum for enthusiasts and that you will require a certain amount of knowledge or understanding of the RAF and its history before you can visit
- Lack of a credible package offer for groups to buy / coach companies to sell onto groups.

Drivers:

- Multi award-winning venue with high net promoter score, that has been recommended for a VAQAS Gold Award and which receives rave reviews on Google and Tripadvisor on a regular basis.
- Good transport network – just off Junction 12 of M6 Southbound and with a local station
- Plenty of parking on-site for both private vehicles (cars and motorcycles), with free car parking for coach groups.
- Also offers free catering for coach drivers of pre-booked groups.
- Comprehensive programme of seasonal events and temporary exhibitions as well as strong core offer.
- Main exhibitions updated and / refurbished on a regular basis. There is always something new on display and to see.

Baseline and targets

Currently, visitors who are adults on a day trip to our Midlands site account for 36% of total visitors (Source: BDRC/ ALVA Feb 23 – Dec 23).

Target Audience: Adult Day Trippers
Baseline 36% in 2023/24 = 155,900 visitors
Baseline 36% in 2027/28 = 190,100 visitors
Baseline 36% in 2030/31= 199,450 visitors

6.8 Royal Air Force

Serving and retired Whole Force RAF personnel from across the UK who want to learn more about their heritage, contribute to contemporary storytelling and enrich their wellbeing and sense of place through connecting with their service museum.

Audience group	Build	Broaden
ROYAL AIR FORCE Local, regional and national	RAF Cosford personnel Cadets and Scouts groups; Birmingham University Air Squadron	Potential visitors from the Whole Force, covering civilians and contractors Trainees and new recruits at Cosford Personnel from RAF stations further afield Veterans with PTSD

Barriers:

- Have already had the training about the service's history so why bother visiting.
- The Museum doesn't focus on more modern campaigns, just on the early days of the service and the First and Second World Wars.

- The Museum will place its own interpretation on campaigns rather than just stating the facts – or will ‘dumb down’ their accounts of a particular campaign or aspect of RAF life so that the general public can understand what they are reading, but it won’t be wholly accurate.
- Could take family and friends, but basically it will just end up being a busman’s holiday when I could be doing other activities with my family that I will enjoy more.
- Go there on a regular basis, already, for briefings and planning sessions.

Drivers:

- As the service’s museum, most likely to accurately reflect the official history of the service.
- Through RAF Stories, ability for current and ex-service personnel to tell their own story, giving important human insights into national and international affairs enabling greater understanding amongst the general public.
- Place where you are most able to see the equipment / aircraft that you worked on or with when first entering the service.

Baseline and targets

Currently, visitors who are current members of the RAF or veterans account for 6% of our total audience at the Museum. (Source: Jura Audience Research October 2022)

Target Audience: RAF Personnel (Current and Veterans)
Baseline 6% in 2023/24 = 25,985 visitors
Baseline 6% in 2027/28 = 31,750 visitors
Baseline 6% in 2030/31= 33,250 visitors

An additional survey question will be asked in all future BRDC/ ALVA interviews whether any members of a party or group visiting the site are current or ex RAF personnel to aid with the tracking and measurement of this audience.

6.9 Apprentices, trainees, work experience placements and volunteers

People of all ages at transition points in their employment journey looking for flexible, long and short-term opportunities which enable them to share or enhance skills and develop their talents, positively impacting on their health and wellbeing.

Audience group	Build	Broaden
APPRENTICES, TRAINEES, WORK EXPERIENCE PLACEMENTS, AND VOLUNTEERS Local and regional	Current Apprentice and Volunteer numbers	Care leavers through the Care Leavers Covenant Agreement People referred through local Job Centres Students on local Further Education and Higher Education courses with relevant subjects at Wolverhampton City College and University of Wolverhampton and other local colleges

Barriers:

- Apprentices – lack of relevant qualifications or attainments to be accepted on an apprenticeship programme.
- Apprentices – dependent upon familial economic background, the necessity of obtaining a fully paid job rather than an Apprenticeship which would have greater long-term benefits rather than more immediate benefits.
- Traineeships – perception that such a placement would not aid their career progression, including that as a Museum first, rather than a commercial organisation, we do not conduct business with the same rigour as other organisations that are perceived to be more commercial than our own. Basically, you're doing the work that no-one else in the organisation wishes to do and for free.
- Volunteers – too far to travel, too expensive to volunteer, would require too much of a commitment on my behalf. Generally interested in the subject matter but feel that they lack the in-depth knowledge to give credible answers if questioned by the public. Don't wish to interact directly with the public.

Drivers:

- Apprenticeships – a great way to gain a practical qualification that employers are looking for, while earning at the same time. Not all apprenticeships require formal qualifications or attainments, just the willingness to learn and a general go to attitude.
- Traineeships– given how the Museum is funded and audited, it is run essentially as a commercial enterprise with the same legal strictures placed on it as there would be on a normal business. So, trainees would be gaining practical experience in a commercial environment.
- Traineeships are a great way for people to test the waters to see whether what they think is a potential career they would like to pursue is actually suitable for them. Some internships, dependent upon length are funded.
- Volunteers – Volunteers who are not remote volunteers receive travel and subsistence for their efforts. Just because you are volunteering at the Museum does not mean that you have to interact with the public, we are able to offer a variety of roles from remote volunteering opportunities to those working specifically with teams that do not interact with the public.
- Volunteering is a great way to maintain the skills that you already have while developing new ones that could be used in other aspects of an individual's life.
- No volunteer is asked to complete an activity without having the proper and full training to undertake it in a confident manner.

Baseline and targets

The baseline and targets for this audience is as set out in the HR Action plan for the recruitment of apprentices, trainees, work experience placements and volunteers.

6.10 Cross-cutting audience: people from lower socio-economic backgrounds

Individuals living in areas of deprivation locally and regionally and reliant on community partners to assist them in their day-to-day living requirements, whether financially, legally or in terms of subsistence such as food banks / clothing banks.

Currently, visitors who from lower socio-economic backgrounds account for 9% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23).

Barriers:

Based on research conducted to date by Scotinform and MEL Research it is suggested that the barriers preventing this group from visiting the Museum are:

- Financial (lack of awareness of free entry, perception of value of experience)
- Physical (hard to reach location, lack of private transport)
- Educational (often have the lowest attainment at school and less than satisfactory experience of formal and informal education).

Drivers:

- 81% of respondents from the most deprived background found the Museum to be either more appealing or significantly more appealing on hearing a description of it and seeing imagery
- They are the group most likely to seek out museums as a source of inspiration and creativity
- They are the group that are most interested in living history and re-enactments
- They are also the group most likely to have an interest in aircraft and aeroplanes.

Baseline and targets

Cross Cutting Audience: People from Lower Socio-Economic Backgrounds
Currently represent 9% of audience in 2023/24 = 38,975 visitors
Grow to 12% of total audience in 2027/28 = 63,450 visitors
Grow to 18% of total audience in 2030/31 = 99,725 visitors
Current baseline according to 2021 Census is 20% of local population

6.11 Cross-cutting audience: people from a wider range of ethnic backgrounds

Individuals who identify as coming from ethnic groups or cultural backgrounds other than White British.

Currently, visitors who from a wider range of ethnic backgrounds account for 13% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23).

Barriers:

Based on research conducted to date by Scotinform and MEL Research it is suggested that the barriers preventing this group from visiting the Museum are:

- Cultural (the Museum not reflecting or accurately understanding the history or culture of the audience, not interested in the subject matter)
- Perceptual (the Museum may not be a welcoming environment, it's not for me as I don't vote a certain way or read a certain paper)
- Intellectual (the Museum will talk in manner or a language that is not readily accessible or easy for myself or people visiting with me to understand)
- Financial (entry is too expensive or too costly for me to reach), lack of awareness of product and offer.

Drivers:

- Free admission, and free parking for local residents living in TF11, WV7 and WV8
- Once a description of the Museum offer and imagery was shown to this group 88% of respondents found the offer significantly or more significantly appealing
- This audience is significantly more interested in science and technology than others, with 42% of this audience having an interest in aviation and aircraft. Exhibition content will reflect these topics in a readily comprehensive manner
- Those with children were particularly interested in the outdoor playground, and 87% of this audience found free entry to the Museum very or somewhat appealing
- Comprehensive calendar of public events, with events and exhibitions specifically co-curated with ethnic minority groups to ensure that we are telling their story using a tone and voice that will be welcoming.

Baseline and targets

Cross Cutting Audience: People from a wider range of ethnic backgrounds
Currently represent 13% of audience in 2023/24 = 56,300 visitors
Grow to 16% of total audience in 2027/28 = 84,650 visitors
Grow to 20% of total audience in 2030/31 = 110,800 visitors
Current baseline according to 2021 Census is 23% of local population

6.12 Cross-cutting audience: people with access requirements and additional needs

People who are experiencing social isolation, have physical access or learning needs, mental health challenges or other access requirements.

Currently, visitors with access requirements and additional needs, whether physical or mental, account for 18% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23).

Barriers:

Based on research conducted to date by Scotinform and MEL Research it is suggested that these will be physical, intellectual, cultural, financial, location and behavioural

- By creating a safe environment, in which each of these barriers are addressed, individuals with such requirements will be confident that both they and other individuals in their group, whether family or friends, who may themselves have their own such requirements, will enjoy a pleasurable day out where they do not have to worry about day-to-day practicalities.

Drivers:

- Appropriate training of staff (Dementia Friends, Safeguarding)
- Creation of quiet spaces both indoors and outdoors that will enable rest and thinking
- Accessible galleries and exhibitions, that are not only physically accessible, but also culturally, linguistically and intellectually accessible
- Real practical assistance such as Changing Places Toilets, wheelchair accessible lifts where galleries are not on one level, large print guides for those with visual impairments, free wheelchairs on request (subject to availability)
- Free admission and disabled parking bays

Baseline and targets

Cross Cutting Audience: People with Access Requirements and Additional Needs
Currently represent 18% of audience in 2023/24 = 77,950 visitors
Maintain as 18% of total audience in 2027/28 = 95,225 visitors
Maintain as 18% of total audience in 2030/31 = 99,725 visitors
Current baseline according to 2021 Census is 18% of local population

7. Our Marketing and Communications Strategy

7.1 Our Approach

The RAF Museum Midlands will undertake a marketing and communications campaign that aligns with and promotes the Inspiring Everyone: RAF Museum Midlands Development Programme and incorporates the activities set out below.

The overarching principles are:

- All Communications and Marketing activity will be developed to address the three main barriers to engaging with the Museum – lack of spontaneous awareness, lack of understanding of the Museum's offer, lack of knowledge that the Museum is free to enter
- We will invite participants from our target audience groups to collaborate and participate in our marketing campaigns and get involved in the generation of content
- All Communications and Marketing activity will be based on independent research data and analysis to ensure maximum value
- We will apply the principle of 'fewer, deeper, better' in our activities – this will help achieve greater engagement, impact, and efficiency in our communications, strengthening rather than confusing our key messaging.

FEWER: We have big ambitions, and we aim to make every penny count by focusing on fewer key actions and initiatives that will make a genuine difference to our audiences and our organisation.

DEEPER: We will avoid the trap of simply trying to maximise the reach of any given audience with 'push' messaging (people are increasingly adept at filtering out uninvited marketing interruption). Rather, we will work to better understand each of our audiences and work with them in a collaborative and reciprocal way to co-create campaigns that deliver for them and us.

BETTER: This will help to achieve greater engagement, impact, and efficiency in our communications, preventing the dilution or confusion of messaging for our key audiences, and enable us to deliver a greater return on investment.

- We will focus on dialogue, interactivity, and accessibility, rather than traditional 'one-way' push communications
- We will use all existing RAF Museum paid, owned, and earned marketing assets/channels to amplify Midlands' activity and to recognise the support of the National Lottery Heritage Fund and other major funders
- We will apply a rigorous and continuous 'Test, Learn and Adapt' approach to communications evaluation and effectiveness to ensure maximum return on investment.

7.2 Key Messages

The following sets out the key messages we will communicate, rather than the final wording. We will develop the specific articulation on each message objective and individual copy for each message as the project progresses and detailed plans are produced.

IEP Project Messages	1	The Inspiring Everyone Programme comprises a major engagement programme supported by a new Collections Hub, Learning Centre, contemporary Exhibition and co-curated interpretive interventions across the site
	2	The Programme is the largest project that the Museum has undertaken and will provide a positive impact which will unlock the potential of people and communities across the Midlands region
	3	Programme is a collaborative project that will see teams across the Museum work alongside external participants, local community organisations and stakeholders to produce positive outcomes
	4	The Museum will celebrate having been awarded a grant from National Lottery Heritage Fund (NLHF), funded by Lottery Players
General Messages	5	The RAF Museum is free to enter, and represents a great value day out for all audiences
	6	The RAF Museum is the only place to experience and learn about the story of the Royal Air Force (people stories and aircraft) past, present and future
	7	The Museum has a range of interactive flight themed experiences including, our RAF themed playground, Virtual Reality and Flight Simulators
	8	The Museum has large indoor and outside spaces, and hosts a range of exciting events for all ages throughout the year, offering opportunities for repeat visits
Key Target Audience Messages	9	The Museum celebrates the diversity at the heart of the RAF and our exhibits explore the stories of all the communities within the Royal Air Force
	10	The Museum is the perfect place for a multigenerational family day out, with interactive exhibitions to spark curiosity in everyone
	11	Our Museum site and exhibits are accessible for those with mobility issues and different learning needs
	12	Our facilities foster wellbeing, and include quiet spaces, restaurants, changing facilities for young families and accessible toilets
	13	The Museum is easy to reach with good transport networks

7.3. Visitor Metrics and Evaluation

Tables setting out the methodologies and metrics for building and broadening each target audience group can be found at Appendix A and in further detail in the Inspiring Everyone: RAF Museum Midlands Development Programme Communications and Marketing Plan.

The Key Performance Indicators (KPIs) that will be used to determine overall progress will be:

- Reaching target visitor numbers post new exhibition opening
- Growth in Net Promoter Score post new exhibition opening
- Increase in Black, Asian, and ethnically diverse visitors
- A shift in the socio-economic profile of visitors, people from lower socio-economic backgrounds
- Increased digital engagement
- Increased online visits to our main website (rafmuseum.org)
- The amount of Advertising Value Equivalency and number of articles produced both online and offline by Public Representation
- Improvement in online reviews about the site (Tripadvisor / Google), plus the site obtaining Gold from Visit Britain's VAQAS scheme.

Please note: KPI targets will be set in 2025-26 for 2027 onwards

Appendix A: Methodologies and metrics

The tables below set out the methodologies for attracting each individual audience, what the target metrics are and how Comms will evaluate the progress of various elements. The activities outlined below provide an overview of our communication approach for each audience group. These are aligned with the Inspiring Everyone: RAF Museum Midlands Development Programme Comms and Marketing Plan, for a more detailed list of activities, please refer to that document.

Target Audience	How we will reach them	Summative Evaluation
Families Local, regional, and national Currently, families account for 75% of visitors to our Midlands site (Source: BDRC/ALVA Feb 23 – Dec 23). We will maintain this baseline as a percentage of our total audience but grow this segment. Baseline 75% in 2023/24 = 324,792 visitors Baseline 75% in 2027/28 = 396,000 visitors Baseline 75% in 2030/31= 415,500 visitors	Advertise with publications/websites targeted to families. Free entry messaging, facilities available for SEN families and pre-school children, in conjunction with representative photography will demonstrate inclusion and that the Museum is for everyone. Paid partnership with Mum/Dad social media influencers who engage with key audiences including families with preschool children, SEN families and families on lower incomes. Ensure the Museum is listed on websites promoting family days out and things to do with children. Editorials to include the benefits of visiting; including free access to heritage and learning opportunities, exciting new displays to ignite curiosity and interactive experiences for visitors of all ages.	Generally, will be measured by: Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system (currently Digitickets). Face to Face market research conducted three times a year, via BDRC as part of our ALVA Membership, ascertaining visitor motivations, demographics and percentage of visitors who are families. a) Number of families attending the Museum and events advertised – circulation of publications advertised in, hits on key pages on website promoting family activities. b) Content views, hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM). c) Hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM).

	Organic posts and Pay Per Click campaigns on Facebook targeting local and regional family audiences. While this will have a broad family reach, Facebook targeting will include families with pre-school children, those with learning difficulties and particular focus in areas of low income and higher ethnic diversity. Re-marketing through cookies and boosted posts. Targeted mailings. Leaflets / postcards sharing a piece of local RAF history to spark interest and an invitation for residents to visit the Museum, highlighting key events that would be attractive to families. Targeted in key postcode areas of high deprivation. Digital Radio Stations. Use digital radio stations to target specific types of families via the required socio-economic and ethnic backgrounds. This will also target our cross-cutting audiences.	d) Content views, hits on key pages on website promoting family activities, sign ups to Museums own social media channels numbers using Urchin Tracking Module Links (UTM) e) Number of bookings generated. Leaflets will be coded. To incentivise people to input code people will receive a promotional discount when pre-booking a visit. f) As per the introduction to this section, this will be assessed by post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system and by Face-to-Face market research conducted three times a year.
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Children and Young People Local and regional Currently, children and young people 4-16 account for 36% of visitors to our Midlands site (Source: BDRC/ ALVA Feb 23 – Dec 23). We will maintain this baseline as a percentage of our	Support the Museum's lifelong learning programme delivered by the Access and Learning team and Community Engagement team. Promote activities and events through owned online platforms and media activity to encourage participation Generate photography to showcase the new learning spaces and STEM Activities. Images will be used in online and media promotion and will include representative audiences.	a) Number of people attending each activity or event. Dependent upon the nature of the promotion, numbers of people viewing, commenting, and liking digital advertising. The number of releases published in the press and their value. AMEC evaluation of media cuttings from press, radio, TV and online. b) Number of images produced. Number of times that these images are viewed online on various platforms and
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total audience but grow this segment.		the rates of engagement that they enjoy.
Baseline 36% in 2023/24 = 155,900 visitors	Influencer Partnership. The Museum partners with popular influencers who resonate with children and young people. Influencers create engaging content, such as vlogs, challenges, and behind-the-scenes tours of the Museum, to be shared on their social media channels	c) Amount of engagement each piece of content generates – likes, shares, comments, views. Plus, as per the introduction to this section, also by post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system and by Face-to-Face market research conducted three times a year.
Baseline 36% in 2027/28 = 190,100 visitors		
Baseline 36% in 2030/31= 199,450 visitors		

Adult day trippers		Generally, will be measured by:
Local, regional, and national		Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system (currently Digitickets)
Currently, visitors who are adults on a day trip to our Midlands site account for 36% of total visitors		Face to Face questionnaires conducted three times a year via ALVA Membership, ascertaining visitor motivations, demographics, and percentage of visitors who are Adult Day Trip Visitors
(Source: BDRC/ ALVA Feb 23 – Dec 23)		
We will maintain this baseline as a percentage of our total audience but grow this audience.	Public transport advertising, including posters on buses will be targeted in areas with lower socio-economic backgrounds and with a wider range of ethnic backgrounds. Messaging and imagery will focus on an inspiring and memorable day out for adults of all ages.	a) Additional private question in ALVA research asking whether people have seen this by advertising type – e.g. train / bus posters. Posters to have a unique QR Code on them that will link directly to a dedicated page on the website.
Baseline 36% in 2023/24 = 155,900 visitors	Host a media day for tourism press built around a key milestone in the development programme or a special event. The event will provide an opportunity to build relationships with media targeting group visit/day trip audiences. By giving them	b) AMEC evaluation of media cuttings from press, radio, TV and online.
Baseline 36% in 2027/28 = 190,100 visitors		

Baseline 36% in 2030/31= 199,450 visitors	exclusivity/early access to new exhibitions and experiences they will become more invested in the Museum's offer. Creation of special digital campaign using programmatic advertising, key words search to promote the Museum as the ideal day out for the adult day trip visitor Linking with coach / travel trade directories. Making sure the Museum is well represented in coach and travel directories. We could incentivise coach drivers to choose us as a stop by offering a free lunch.	c) Programmatic advertising – number of advert views, likes, shares and click throughs to relevant page on website / booking page. d) Key word search, number of times particular key word has been used to direct online viewer to relevant page on website / booking page.
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Royal Air Force Local, regional, and national. Currently, visitors who are current members of the RAF or veterans of the Service account for 6% of our total audience at the Museum. (Source: Jura Audience Research October 2022) Baseline 6% in 2023/24 = 25,985 visitors Baseline 6% in 2027/28 = 31,750 visitors Baseline 6% in 2030/31= 33,250 visitors	Engage with RAF Cosford Comms team to identify opportunities to engage with hyper local RAF personnel, which will enrich their wellbeing and connection with their service Museum. Targeted mailings via door-to-door promotion at RAF Cosford family quarters to promote the Museum and special events. This may include discounts or early access opportunities for RAF personnel and their families, making them	Generally, will be measured by: Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system (currently Digitickets). Additional private question in Face-to-Face questionnaires conducted three times a year as part of ALVA Membership, ascertaining visitor motivations, demographics and percentage of visitors who are RAF Personnel (current and veteran). a) Number of events created and number of attendees. b) Number of offer redemptions / number of attendees of early access opportunities and special events.
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	feel valued, helping to build lasting relationships. Share content with RAF Hives to promote through their onsite and online channels. This will include press releases about new displays and facilities on offer at the Museum, along with event details that will appeal to RAF and RAF family audiences. Work with RAF Media and Comms to promote major project developments with all RAF personnel. This may also include a call out for co-curation opportunities for RAF personnel to help in the development of new exhibitions. Develop relevant news stories and content for RAF News promoting major milestones in the site development, and RAF Stories that will feature in the new exhibitions. This will also include a call out for co-curation opportunities and paid for advertising promoting the opening of new displays Promotional Offer for RAF Personnel in RAF News. Create and promote a specific offer for RAF Personnel that is then promoted through the RAF Paper, RAF News and which would also be picked up and promoted by various RAF Hives.	c) Number of posts posted on HIVE Network. Liaising with HIVE Team number of views of each webpage. d) AMEC evaluation of media cuttings from RAF/Military publications, TV, radio and online (external and internal) Number of RAF personnel participating in such opportunities e) Online – number of views of relevant page on website plus click-throughs to relevant page on the Museum website Analogue - Number of readers viewing advert. Number of bookings using advert specific code f) Number of redemptions offer generates
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Apprentices, trainees, work experience placements and volunteers Local and regional We will support the Museum's HR Department to recruit the	a) Promote volunteering opportunities via the Museums LinkedIn and Facebook pages, and website. This will be a combination of search, paid for and organic posts promoting flexible, long and short-term opportunities to share or enhance skills. b) Encourage community engagement through the new green spaces. Promote the wellbeing benefits of volunteers helping to deliver the new landscaping	a) Audit the number of people we recruit by asking where they saw the opportunities advertised. b) Audit the number of people we recruit by asking where they saw the opportunities advertised and their
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number of individuals as for each of the above audiences as set out in Programme targets	areas, taking pride in their local area and building a sense of ownership. c) Promote volunteering opportunities through the monthly e-newsletter which goes out to 61,500 (currently) Midlands e-Newsletter subscribers to help grow the current number of volunteers. . d) Create a volunteering database for relevant magazines and websites. Share volunteering opportunities and case studies with them to further raise the profile of the Museum and the steps we are taking to engage with the local community through co-curation, fostering wellbeing, diversity, and inclusion.	satisfaction with the project that they were involved in. c) Audit the number of people we recruit by asking where they saw the opportunities advertised. Number of clicks from e-newsletters to volunteer opportunity pages. Number of applicants generated. d) Number of articles published by various platforms, plus auditing process as outlined above.
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Cross Cutting Priority – People from a lower socio-economic background

Currently, visitors who from lower socio-economic backgrounds account for 9% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23). Currently represent 9% of audience in 2023/24 = 38,975 visitors Grow to 12% of total audience in 2027/28 = 63,450 visitors Grow to 18% of total audience in 2030/31 = 99,725 visitors Current baseline according to the 2021 Census is 20% of the local population.	
How we will reach them:	Summative Evaluation
	Generally, will be measured by: Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system (currently Digitickets). Face to Face market research conducted three times a year, via BDRC as part of our ALVA Membership, ascertaining visitor motivations, demographics and percentage of visitors who are families.

a) Paid partnership with influencers who engage with key audiences including families and individuals on lower incomes. b) Ensure the Museum is listed on websites promoting budget / free family days out and things to do with children. Editorials to include the benefits of visiting; including free access to heritage and learning opportunities, exciting new displays to ignite curiosity and interactive experiences for visitors of all ages. c) Organic posts and Pay Per Click campaigns on Facebook and other social media channels targeting this audience geographically. While this will have a broad, Facebook targeting will focus on those areas of low income and higher ethnic diversity. Re-marketing through cookies and boosted posts. d) Targeted mailings. Free entry messaging, facilities available for families and pre-school children, in conjunction with representative photography will demonstrate inclusion and that the Museum is for everyone.	a) Content views, hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM). b) Hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM). c) Content views, hits on key pages on website promoting family activities, sign ups to Museums own social media channels numbers using Urchin Tracking Module Links (UTM). d) Number of bookings generated by this activity. Leaflets will be coded. To encourage people to input code people will receive a promotional discount when pre-booking a visit.
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Cross Cutting Priority - People from a wider range of ethnic backgrounds

Currently represent 13% of audience in 2023/24 = 56,300 visitors Grow to 16% of total audience in 2027/28 = 84,650 visitors Grow to 20% of total audience in 2030/31 = 110,800 visitors Current baseline according to the 2021 Census is 23% of the local population. Currently, visitors who from a wider range of ethnic backgrounds account for 13% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23)	
How we will reach them:	Summative Evaluation
	Generally, will be measured by: Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing

a) Paid partnership with influencers who engage with key audiences including families and individuals from differing ethnic backgrounds. b) Ensure the Museum is listed on websites that specifically cater for ethnic communities. Editorials to include the benefits of visiting; including free access to heritage and learning opportunities, exciting new displays to ignite curiosity and interactive experiences for visitors of all ages, how visiting the Museum is a great day out for all. c) Organic posts and Pay Per Click campaigns on Facebook and other social media channels targeting this audience with content that reflects current and previous serving personnel from their communities. Facebook targeting will focus on those who are interested in the contributions that people of various ethnicities have made historically. d) Targeted mailings. Free entry messaging, facilities available for families and pre-school children, in conjunction with representative photography will demonstrate inclusion and that the Museum is for everyone. e) Celebrate key dates that resonate with under-represented audiences/identified target audiences across the region via social media posts and, where appropriate, blog posts. This will help build relationships with a wider online audience and give the Museum a voice in these areas to	system (currently Digitickets). Face to Face market research conducted three times a year, via BDRC as part of our ALVA Membership, ascertaining visitor motivations, demographics and percentage of visitors who are families. a) Content views, hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM). b) Hits on key pages on website promoting family activities, numbers of families attending activities promoted by booking family tickets using Urchin Tracking Module Links (UTM). c) Content views, hits on key pages on website promoting family activities, sign ups to Museums own social media channels numbers using Urchin Tracking Module Links (UTM). d) Number of bookings generated by this activity. Leaflets will be coded. To incentivize people to input code people will receive a promotional discount when pre-booking a visit. e) Amount of engagement each piece of content generates – likes, shares, comments, views. Plus, as per the introduction to this section, also by post visit questionnaire sent out electronically to all visitors who have booked through the Museum’s ticketing system and by Face-to-Face market research conducted three times a year.
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encourage discussion. Eg Pride, BHM, SAHM, Women's Day, Children's Day, RAF Anniversaries, National Volunteering day etc.	
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Cross Cutting Priority - People with access requirements and additional needs

Currently represent 18% of audience in 2023/24 = 77,950 visitors Maintain as 18% of total audience in 2027/28 = 95,225 visitors Maintain as 18% of total audience in 2030/31 = 99,725 visitors Current baseline according to the 2021 Census is 18% of the local population. Description: People who are experiencing social isolation, have physical access or learning needs, mental health challenges or other access requirements. Currently, visitors with access and additional needs account for 18% of total Midlands' visitors (Source: BDRC/ ALVA Feb 23 – Dec 23)	
How we will reach them:	Summative Evaluation
a) Accessibility messaging to be woven into news stories and an enhanced accessibility section of the website, actively promoting inclusivity. b) Mailings (e-newsletter or postal) with housing groups (via local councils) with promotional offers to encourage visits and reduce the cost barrier for lower income households. Mailings will be focused on areas of higher	Generally, will be measured by: Post visit questionnaire sent out electronically to all visitors who have booked through the Museum's ticketing system (currently Digitickets). Face to Face market research conducted three times a year via ALVA Membership, ascertaining visitor motivations, demographics and percentage of visitors who have special access needs. a) AMEC evaluation of media cuttings from press, radio, TV and online. b) Opens, click-throughs and bookings via e-newsletter. Bookings by mailer (which will be coded), plus redemptions on any special offers.

deprivation and high levels of ethnic diversity. c) Ensure the Museum is listed on key websites promoting accessible days out. Imagery will reflect audiences with special access requirements and include information on Museum facilities that will create a safe, accessible, and enjoyable day out.	c) Traffic generated from listings, hits to webpages from listed sites.
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