



CULTURE
SYNDICATES

Working together to preserve our heritage and traditional trades

9th October 2017

Audience evaluation
report

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Executive Summary

This report outlines the results of the audience evaluation survey conducted at Chain Bridge Forge (CBF), Pinchbeck Engine Museum (PEM) and Moulton Windmill (MW), all in or near Spalding in South Lincolnshire. It also examines data regarding the three sites gathered from TripAdvisor. Volunteers at each of the three sites conducted the survey over the period 11th September – 25th September 2017.

The amount of data gathered and consulted for each site:

Site	Number of surveys gathered	Number of TripAdvisor comments reviewed
CBF	5	42
PEM	8	35
MW	20	105

The first section of the report outlines the visitor profiles at each of the three sites. Generally, visitors to the three sites were:

1. 60 and over (70.9%)
2. White British (90.3%)
3. Based in the Spalding area (38.7%)

Following this, the report then examines the data regarding the visitor experience of these sites. 80% of CBF visitors surveyed were new to the site, similarly, 75% of visitors to PEM were also new. MW in comparison had more repeat visitors (76.5%). When the data from all three sites was considered together, the main reason for visiting the sites was due to visiting before (56.3%). This reflects the fact that MW collected the most surveys overall out of the three sites.

From the data gathered from TripAdvisor, the 86% of the reviews for CBF rated their visit as excellent, 75% of reviews at PEM rated it as excellent, and 67% at MW rated their visit as excellent. Due to the timeframe of when these reviews were left, the earliest being 2012 and the most recent being 2017, the data from source is not readily comparable. Therefore, this information will be examined for each site individually.

Next, the report examines data gathered in regards to exploring visitors' views of developing a partnership between the three sites. 94.4% of visitors would be interested in an offer that included a visit to the three sites followed by

refreshments at the Windmill. 100% of people surveyed would pay for entry to the free sites and/or a guided tour. Only one visitor provided a comment in relation to this, stating that they would pay £2, however no further details were provided as to what they would pay £2 for. Therefore, this question needs to be examined further in order to establish how much members of the public would be willing to pay and what they would be willing to pay for.

100% of visitors asked said that they would be interested in a concessionary/special ticket that included the three sites as well as entry to other attractions; although it was not explored as to what attractions individuals would be interested in. 37.5% of visitors would be interested in children's activities or themed events which are linked across the three sites with rewards given for completion. As there was no opportunity for visitors to expand on their answers to these questions, Culture Syndicates (henceforth CS) would recommend that more research into the audiences' opinions on the development of the partnership, should be conducted.

The top three days chosen by visitors for when they would like the sites to be open are:

1. Sunday
2. Saturday
3. Friday

Finally, the report concludes with recommendations for the sites going forward. CS would recommend that the three sites carry out more audience evaluation in order to gather a more representative sample of information from the audience which would provide a better base for future plans. Once potential options for partnership working between the three sites have been developed, CS recommend further audience evaluation, such as focus groups, in order to pilot these ideas and develop the best offer for their audiences'.

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1. Introduction

This report outlines the results of the visitor survey carried out at Chain Bridge Forge (CBF), Pinchbeck Engine Museum (PEM) and Moulton Windmill (MW). Volunteers at each site conducted these surveys. The surveying took place during the period 11th September - 25th September 2017.

The opening times for these museums are as followed:

Museum	Opening time	Prices
Chain Bridge Forge	Wednesday 10.00 - 14.00 Friday 10.00 – 14.00 Sunday 11.00 – 15.00	Free
Pinchbeck Engine Museum	Wednesday 10.00 – 15.00 Thursday 10.00 – 15.00 Friday 10.00 – 15.00	Free
Moulton Windmill	Thursday 10.00 – 16.00 Friday 10.00 – 16.00 Saturday 10.00 – 16.00 Sunday 10.00 – 16.00	Adult: £4.00 Concession: £2.95 Children: £2.00 Children under 5: Free Family ticket: £10

This report will summarise the results of the survey and draw on information gathered from the sites' TripAdvisor profiles. Within this report will be a cross-examination of key questions and an exploration of the findings for all three sites combined as well as separate organisations.

1.1 Context

This audience evaluation is part of the larger project 'Working together to preserve our heritage and traditional trades'. The National Trust are the lead partners for this project and commissioned CS to undertake the audience evaluation element. The project is designed to evaluate whether increased partnership working between a groups of heritage attractions, can better serve their community and meet their ambitions to improve collaborative working, build resilience and improve long-term sustainability.

The three sites in this group are Chain Bridge Forge (CBF), Pinchbeck Engine Museum (PEM) and Moulton Windmill (MW).

CBF is a living museum, led by volunteers. The building dates back to the mid-1700s and has been in continuous use as a Blacksmith workshop. The museum is a small independent museum, receiving no public funding towards running costs. It is an accredited museum and free to visit. The Forge opened in Sept 2012 thanks to a grant from HLF to convert the building into a museum that has the following themes:

- Blacksmithing - Creating commissions and training and interactive tasters.
- Local History – their website has an online local history collection which offers 7000 artefacts of South Holland history.
- Innovation – Innovation Lab within the Forge which includes 3D Printers/ Scanners and Virtual Reality
- Outreach. – A portable forge that is taken to events. They also do talks and use their local history collection to do reminiscence talks for people with dementia.

PEM is part of the company 'Welland and Deepings Internal Drainage Board'. The museum is housed in the former pumping station building and provides a wealth of information on drainage. The museum is led by two paid members of staff who provide the visitor welcome along with a demonstration as to how the 'Beam' engine worked. The museum is closed between the months of September to June.

MW is the tallest windmill in the country. This is the only site within the group that has a tearoom, entry to the Granary Tearooms and the Mill Shop is free. Access to the Mill Tower is by guided tour only and the site is open all year round. This site is completely volunteer run.

1.2 Methodology

The surveys carried out within this project were designed to create baseline data for the project 'Working together to preserve our heritage and traditional trades'. Before this project, none of the sites had formal audience evaluation and analyses, as such there was no data providing information as to their current audiences. As such, the survey used was designed to be useable across all three sites with the aim of capturing this data. This allowed Culture Syndicates (CS) to analyse similarities and differences between the three sites' audiences.

In the initial tender submitted by the National Trust in a consortium with CS, the audience evaluation was designed to be carried out by CS across the three sites to ensure the consistency of responses and completion of the survey. All CS staff are trained in conducting surveys so that answers are standardised and so that no leading questions are asked to ensure unbiased, valid and reliable data collection. It

was also outlined in the tender that feedback boards would be left at CBF and PEM. These would have key questions on, and would allow visitors to answer the questions when CS staff were not on site to carry out the surveys. This is particularly important for these sites as they have relatively low visitor numbers, therefore data could still be captured at all possible opportunities. However, the client decided that their volunteers would carry out the survey project, and no feedback boards were put in place. Training for conducting surveys was offered for the volunteers, but was not taken up by any of the sites.

Due to this, there are inconsistencies within the data collected. For example, there is an inconsistency in the way in which the question about visitors' gender identity was answered. CBF filled in this information for all visitors within each group, whereas MW only filled it in for the person carrying out the survey. As a result of this, some of the data cannot be taken as completely reliable or representative of the audiences at these sites, nor can it be equally compared between the sites.

The client also requested that TripAdvisor data be used to examine the audiences that visit the three sites and to gather feedback about their visit. Both CS and the National Trust team discouraged the use of this form of audience evaluation, as it is an "opt in evaluation process" that attracts "certain types of audience members" (Source: <http://faculty.chicagobooth.edu/workshops/orgs-markets/pdf/Botelho.pdf>). It has been suggested that "The people who post reviews on Yelp and TripAdvisor are not demographically representative" as "certain people are more likely to write reviews" than others (Source: <https://www.tripexpert.com/posts/the-limits-of-user-reviews-a-study-of-tripadvisor-and-yelp>). Similarly, "reviews tend to be written by people who have had either an exceptionally good or bad experience. This results in a lot of 1- and 5-star reviews. The median customer – someone who had an "OK" experience and who has nothing particularly positive or negative to say – tends to be underrepresented" (Source: <https://www.tripexpert.com/posts/the-limits-of-user-reviews-a-study-of-tripadvisor-and-yelp>).

However, no audience evaluation method is completely unbiased and in this instance, TripAdvisor is a useful source of qualitative information that can fulfil the lack of qualitative questions asked within the user survey. As such, it was agreed that the data be used, but because the data on TripAdvisor is not from the same dates as the visitor survey was conducted, and covers a number of years, the information has been analysed separately in this report from that of the visitor survey.

1.3 Sample Size

It is important to consider how accurate the data collected is with regard to the sample size. The larger the sample size the more accurate the data will be. Due to budget and time constraints, the ideal sample size would not have been possible to collect. However, the surveys carried out at this stage provide an opportunity to build upon audience evaluation in the future. The audience agency outline the margin of error for sample size as follows:

Total number of visitors (per year/event)	Sample required for 5% margin of error	Sample required for 8% margin of error	Sample required for 10% margin of error
20,000 or more	377	149	96
10,000	370	148	95
5,000	357	146	94
1,000	278	131	88
500	218	116	81

Source:

<https://www.theaudienceagency.org/insight/good-practice-guide-to-sampling>

The visitor figures for the three sites are as follows:

Site	2016/17	Number of surveys gathered
CBF	748	5
PEM	446	8
MW	25,000	20

Therefore, in order for the three sites to have a representative sample providing an accurate understanding of their audiences, a much larger number of surveys would need to have been gathered. As such, the following results and conclusions should be treated with a level of caution in terms of their representativeness for the museums' audiences.

2. Visitor Profile

2.1 Visitor age and group size

2.1.1 Average visitor age

Chart 1: How many people in your group are in the following age groups

	Total number of people in surveyed groups			
	All Sites	CBF	PEM	MW
60 and over	56 (70.9%)	15 (78.9%)	8 (61.5%)	31 (64.6%)
50-59 years	7 (8.9%)	0 (0%)	3 (23%)	5 (10.4%)
40-49 years	6 (7.6%)	1 (5.3%)	0 (0%)	5 (10.4%)
30-39 years	6 (7.6%)	2 (10.5%)	0 (0%)	4 (8.3%)
19-24 years	2 (2.5%)	0 (0%)	2 (15.4%)	0 (0%)
25-29 years	1 (1.3%)	0 (0%)	1 (2.0%)	0 (0%)
5 years old and below	1 (1.3%)	1 (5.3%)	0 (0%)	0 (0%)
5-9 years	0 (0%)	0 (0%)	0 (0%)	0 (0%)
10-14 years	0 (0%)	0 (0%)	0 (0%)	0 (0%)
15-18 years	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	80	19	14	48

As can be seen in Chart 1 above, for all three sites the majority of visitors fall into the age category of '60 and over'. This is followed by the age categories of 40-49 year old and 30-39 years old. Only one group at CBF contained a child, and only PEM engaged with young adults in the age category of 19-24 years.

Chart 2: Group size for all sites

How Many people are in your group?	How Many Adults are in your group?												
		1	2	3	4	5	6	7	8	9	10	10+	unclear
Total	33	2	17	1	2				4				7
1	2 (6.1%)	2 (100%)											
2	17 (51.5%)		17 (100%)										
3	1 (3%)			1 (100%)									
4	1 (3%)				1 (50%)								
5	1 (3%)				1 (50%)								
6													
7													
8	4 (12.1%)							4 (100%)					
9													
10													
10+													
unclear	7												7 (100%)

The chart above demonstrates that for the visitors that were surveyed, group sizes tended to be groups of two adults (51.5%). The only group that contained a child was a group of five: one child with four adults.

The data in these two charts suggest that none of the three sites is attracting a younger audience. Although, the young adults age group are a notoriously difficult segment to engage with. This may suggest an opportunity for the sites to increase their visitor figures through appealing to younger age categories.

2.2 Ethnic origin of visitors

Chart 3: How would you describe your ethnic origin?

Option	All sites	CBF	PEM	MW
White British	28 (90.3%)	4 (80%)	8 (100%)	17 (89.5%)
Asian or British Asian	1 (3.2%)	1 (20%)	0 (0%)	0 (0%)
Black or Black British	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Chinese or other ethnic origin	0 (0%)	0 (0%)	0 (0%)	0 (0%)
White other	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Eastern European	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Mixed race	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other	2 (6.5%)	0 (0%)	0 (0%)	2 (10.5%)

As can be seen in chart 3, the majority of visitors to all three sites identified as White British. PEM visitors were 100% White British, and all but one of CBF were as well. The one CBF visitor who identified as other than White British identified themselves as Asian or British Asian. Two visitors to MW selected the ‘other’ option; however, no details were given.

2.3 Gender of visitors

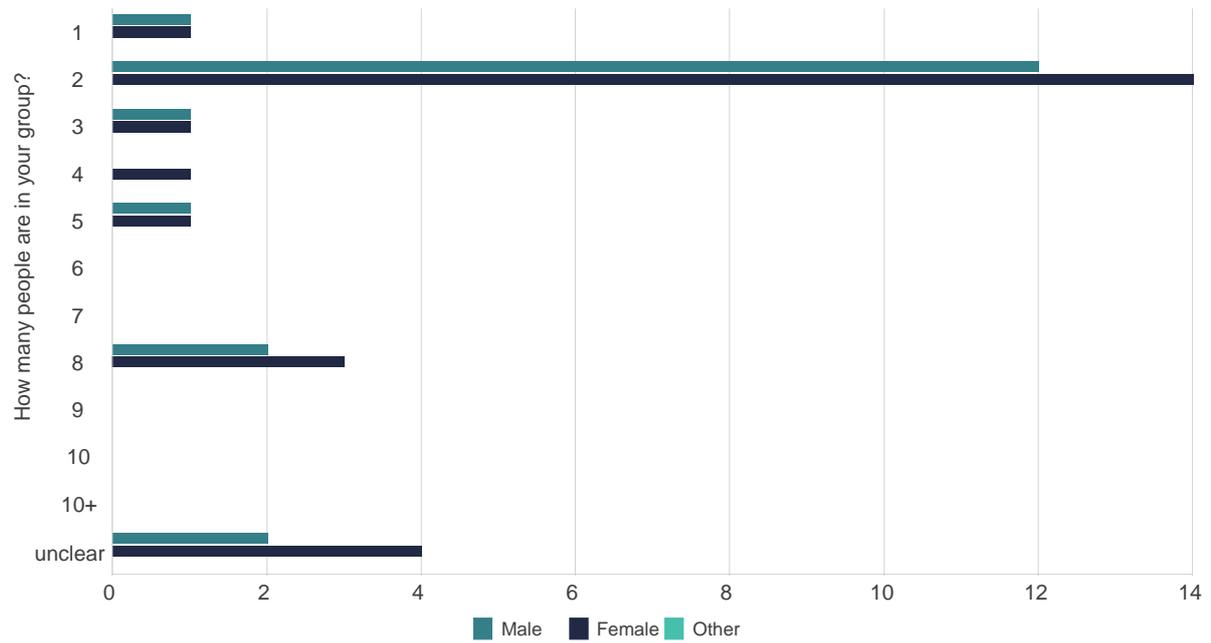
Chart 4: Which gender do you choose to identify as?

Option	All sites	CBF	PEM	MW
Male	19 (59.4%)	5 (100%)	9 (100%)	6 (31.6%)
Female	25 (78.1%)	5 (100%)	3 (37.5%)	17 (89.5%)
Other	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Chart 4 details the gender split between the visitors surveyed. Overall, for all of the sites, there is a slight majority of visitors that identified with a female gender identity. Looking site by site, CBF had an even gender split between males and females, PEM had a majority of male visitors, and MW had a majority of female visitors.

However, there was an issue with the data provided for this question, as can be seen in the table above, as there was an inconsistency with how the information was collected. This has resulted in the percentages not adding to 100%. Those undertaking the survey at CBF ticked a gender identity for everyone in each group of visitors, MW ticked only the individual they were asking, and PEM did both of these methods. As such, this data cannot be taken as completely reliable and representative of the audiences at these sites, nor can it be equally contrasted between the sites.

Chart 5: How many people are in your group and what gender do you identify as



The chart above demonstrates that generally in groups of two adult individuals, one identifies with a female gender identity while the other identifies with a male gender identity.

2.4 Post code

Chart 6: Map of postcodes for all sites

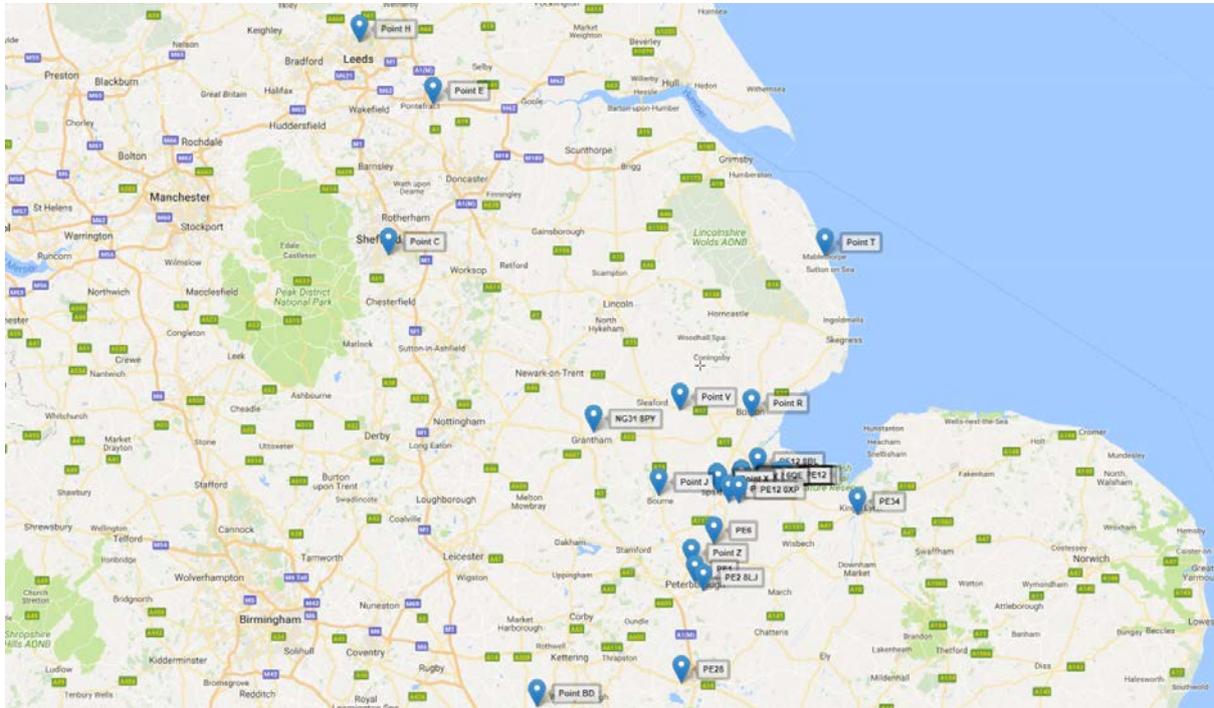


Chart 6 is a map marking the postcodes provided by visitors to the three sites. As can be seen, the largest percentage of these come from Spalding, providing a postcode beginning with PE12 (38.7%). All visitors were from England; however, a number of them cited their reason for visiting as being on holiday.

Out of the visitors that came from a PE12 postcode, 83% of these visited MW while the other 17% visited PEM. Visitors to CBF provided postcodes that were further from Spalding. This would be an area for further research as to the reasons why CBF attracts an audience from a wider catchment area. One possible reason may be that it is the only working blacksmith museum in the UK.

2.5 Key findings about visitors for each site

2.5.1 Chain Bridge Forge

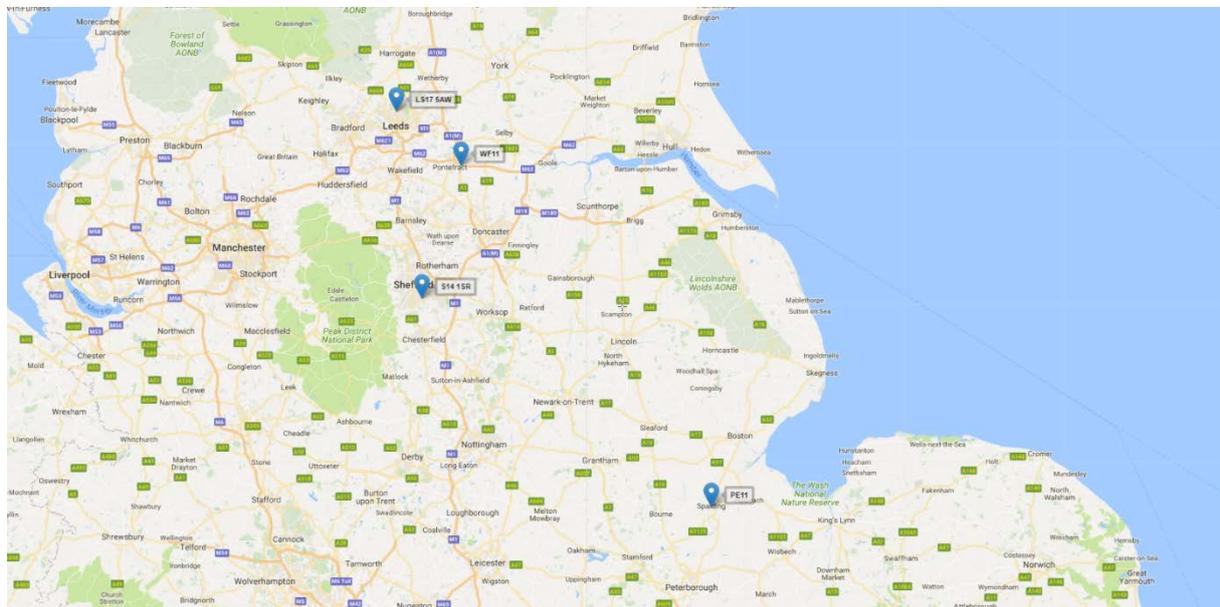
At CBF, 78.9% of all visitors fell into the age category of 60 and over, and only one child visited the site. In terms of group sizes, 60% of groups (3 groups) consisted of two adults; all contained one male and one female. 20% of groups (1 group) attended in a group of five: four adult's one child. 20% of groups (1 group)

contained eight adults: four males and four females. As can be seen there is a balance of genders in the majority of these groups possibly suggesting that couples visit the site together. 80% of visitors were White British, the other 20% identified as Asian/ British Asian.

As such, there is an opportunity for CBF to engage with other ethnicities and age categories, particularly focusing on younger audiences such as families with children.

Chart 7 below demonstrates that visitors to the site come from a wide area, with only one group coming from the local area.

Chart 7: Postcode of visitors to CBF



TripAdvisor information:

The charts below outline a summary of data gathered from TripAdvisor relating to visitor profiles. CBF has 42 reviews on TripAdvisor.

Chart 8: Traveller type based on TripAdvisor classifications

Option	Number
Families	15 (39.5%)
Couples	11 (28.9%)
Solo	4 (10.5%)
Business	0 (0%)
Friends	8 (21.1%)

The majority of visitors that left feedback on TripAdvisor identify themselves on their profiles as families (39.5%), although this does not necessarily indicate that they visited the site as a family with children as part of the group. Further, the last time a member of the public who identified themselves as a ‘family’ visited the site was in March 2017, the time before that was in August 2016. Again, this poses issues for the representativeness of this data in terms of what the current audience is.

Chart 9: Gender of reviewers on TripAdvisor

Option	Number
Not stated	21 (50%)
Female	11 (26.2%)
Male	10 (23.8%)

The majority of reviewers on TripAdvisor who visited CBF have not stated their gender identity on their profiles, therefore again making it difficult to draw any representative data or conclusions in terms of the gender identity of visitors. Of those that have stated their gender identity, there is a fairly balanced split between males and females visiting CBF.

Chart 10: Age of reviewers on TripAdvisor

Option	Number
Unknown age category	23 (54.8%)
65+ years old	8 (19%)
35-49 years old	6 (14.3%)
50-64 years old	5 (11.9%)

Reflecting the pattern above, the majority of visitors have similarly not stated their age category on their profiles. Of those that have, only 19% of reviewers selected that they were over 65 years old. This figure does not reflect the findings of the audience evaluation survey carried out during this project, further reinforcing the fact that this data is most likely not representative of the visitor profile of audience members at this site.

38% of individuals that left reviews on TripAdvisor were based in Spalding. However, 19% of reviewers do not specify where they are from.

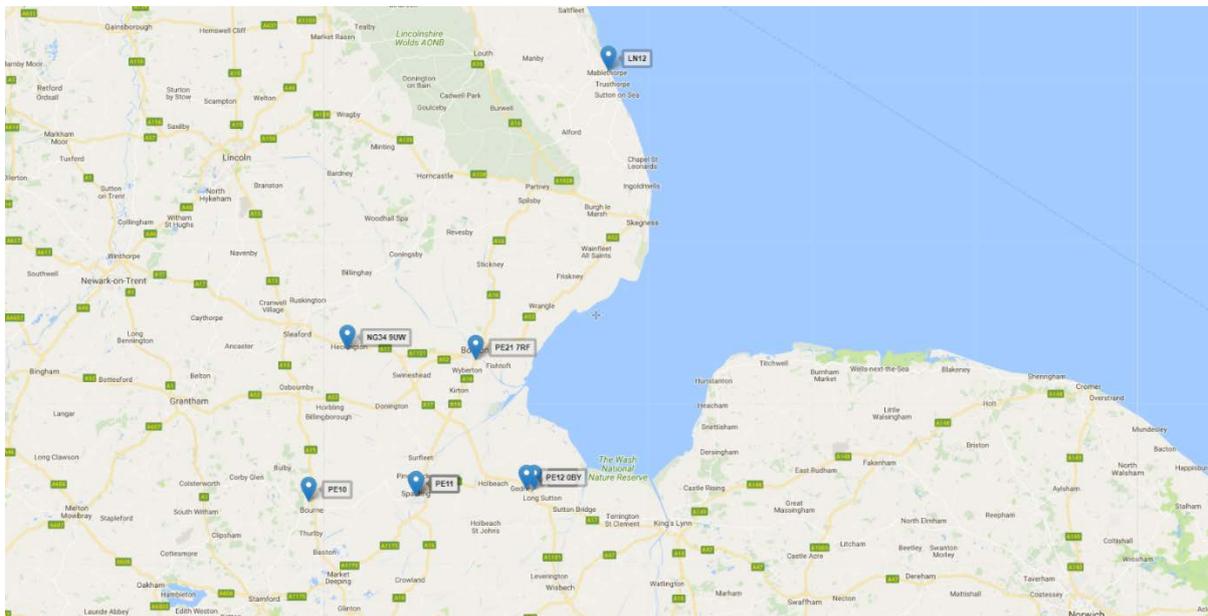
2.5.2 Pinchbeck Engine Museum

Following the trend seen above at CBF, at PEM the majority of visitors are 60 and over (61.5%). However, in comparison to CBF, 17.4% of visitors to PEM fell into the age category of 19-29 year olds. The fact that PEM was able to attract visitors from the age category provides an opportunity to explore how this age category could be further encouraged to visit. During the period of study, no children visited the site. Again, this suggests an area to focus on for increasing. As the site is open only during the week, targeting should focus on young families, particularly those with pre-school children or school groups.

In terms of group size, 75% of the groups that visited PEM contained two adults. 100% of visitors identified themselves as White British, therefore again presenting an opportunity to engage with wider audiences from a diverse ethnic origin.

Chart 11 shows that the majority of visitors are from around the Spalding area. There are also visitors from further a field

Chart 11: Postcode of visitors to PEM



TripAdvisor information:

PEM has 35 reviews on TripAdvisor.

Chart 12: Traveller type based on TripAdvisor classifications

Option	Number
Families	11 (35.5%)
Couples	10 (32.3%)
Solo	3 (9.7%)
Business	0 (0%)
Friends	7 (22.6%)

The majority of visitors that left reviews on TripAdvisor identified themselves as families, followed closely by couples. Again, although this may be the category of visitor that reviewers identify as, it does not necessarily mean that these reviewers visited as families or couples. The last review for PEM was at the beginning of September 2017.

Chart 13: Gender of reviews on TripAdvisor

Option	Number
Not stated	15 (42.9%)
Male	12 (34.3%)
Female	7 (20%)
Another gender identity	1 (2.9%)

Again, following the pattern established in the analyses of CBF TripAdvisor data, the majority of visitors do not state their gender on their profiles. However, in this case, out of those that do give a gender identity, the majority of visitors to PEM identify as male (34.3%).

Chart 14: Age of reviews on TripAdvisor

Option	Number
Unknown age category	18 (51.4%)
35-49 years old	6 (17.1%)
50-64 years old	6 (17.1%)
65+ years old	5 (14.3%)

As above, the majority of reviewers do not state their age. However, those that do are spread fairly evenly between the categories of 35-49 years, 50-64 years, and 65 years plus.

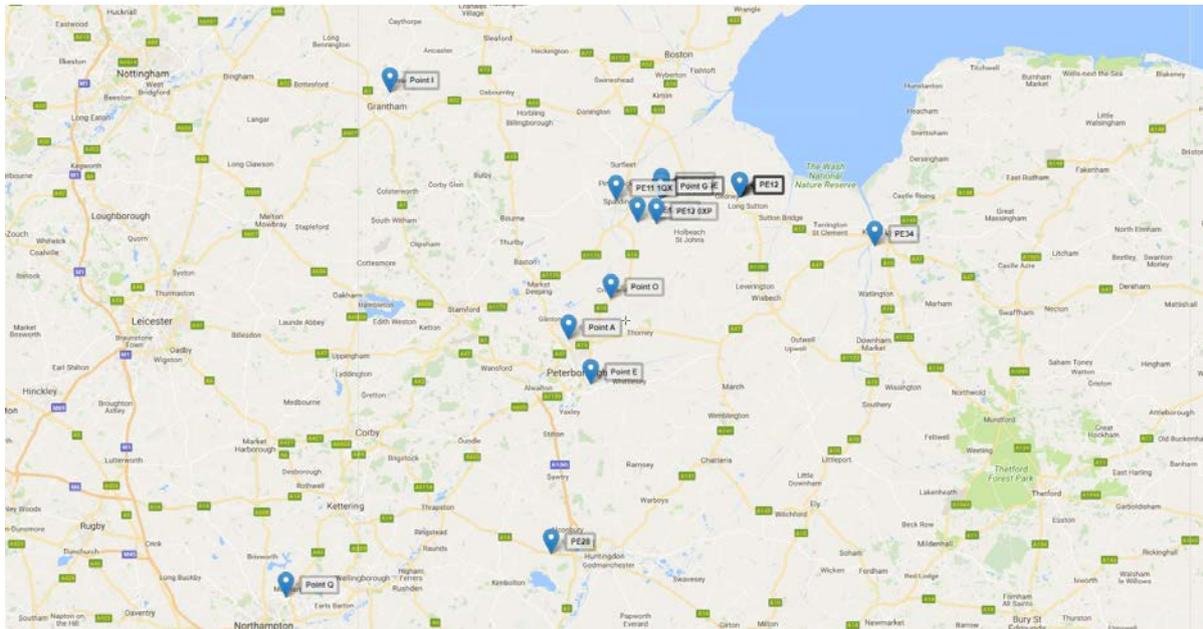
28.6% of reviews left on TripAdvisor came from individuals based in Spalding. Although 11.4% of reviewers do not specify where they are from.

2.5.3 Moulton Windmill

Overall, 64.6% of visitors to MW fall into the age category of 60 and over, following the same pattern established at CBF and PEM. The survey recorded that during the period of study, no visitors were children. However, there is a possibility that this data is biased, particularly if visitors that had children with them were not targeted to complete a survey. More research would need to be undertaken in order to establish whether this was the case.

40% of groups contained two adults, however this may not be accurate as 30% of surveys were unclear due to incorrect completion, and as such the percentage may well be larger. 55.6% of all visitors to MW came from the Spalding area with postcodes beginning with PE12, as can be seen in chart 15.

Chart 15: Postcode of visitors to MW



TripAdvisor information:

MW has 105 reviews on TripAdvisor.

Chart 16: Traveller type based on TripAdvisor classifications

Option	Number
Families	37 (40.7%)
Couples	28 (30.8%)
Solo	6 (6.6%)
Business	1 (1.1%)
Friends	19 (20.9%)

The majority of visitors to MW identify themselves as families in the TripAdvisor classifications (40.7%). However, as before, this does not necessarily ensure they visited as a family. MW has not been reviewed since August 2017, again therefore not necessarily reflecting the current audience profile.

Chart 17: Gender of reviews on TripAdvisor

Option	Number
Not stated	55 (52.4%)
Male	29 (27.6%)
Female	21 (20%)

Again, following the pattern seen as the other two sites, the majority of reviewers have not stated a gender identity on their profiles. Out of those that have, the reviewers are fairly evenly split between male and female gender identities.

Chart 18: Age of reviews on TripAdvisor

Option	Number
Unknown age category	62 (59%)
50-64 years old	15 (14.3%)
65+ years old	14 (13.3%)
35-49 years old	10 (9.5%)
25-34 year olds	2 (1.9%)
18-24 year olds	1 (1%)
13-17 year olds	1 (1%)

In comparison to the other two sites, MW has the largest spread over the age ranges for visitors. Again, the majority have not given an age range, but out of those

that do, most state they are in the age categories of 50-64 years, 65 years plus, and 35-49 years. MW is the only site out of the three that has reviewers on TripAdvisor under the age of 35, with one reviewer even being under the age of 18.

34.3% of visitors who left reviews on TripAdvisor were based in Spalding, although 8.6% of reviewers do not specify where they are from.

3. Visitor Experience

3.1 Visitor Engagement

Chart 19: How often do you visit museums/heritage attractions?

Option	All Sites	CBF	PEM	MW
About once every 6 months	9 (30%)	4 (80%)	1 (12.5%)	4 (25%)
About once every 2-3 months	7 (23.3%)	1 (20%)	3 (37.5%)	3 (18.8%)
More than once a month	4 (13.3%)	0 (0%)	0 (0%)	3 (18.8%)
About once a month	4 (13.3%)	0 (0%)	3 (37.5%)	1 (6.3%)
Most weeks	2 (6.7%)	0 (0%)	1 (12.5%)	1 (6.3%)
About once a year	2 (6.7%)	0 (0%)	0 (0%)	2 (12.5%)
Very rarely/never	2 (6.7%)	0 (0%)	0 (0%)	2 (12.5%)

As can be seen in chart 19, the majority of visitors state they visit museums/heritage attractions every 6 months (30%). Following this, 23.3% of visitors state they visit every 2-3 months.

Chart 20: Have you visited the museum before?

Option	CBF	PEM	MW
Yes	1 (20%)	2 (25%)	13 (76.5%)
No	4 (80%)	6 (75%)	4 (23.5%)

MW is the only site that has a majority of repeat visitors. In comparison, both CBF and PEM have over ¾ of new visitors.

3.2 Reason for visit

Chart 21: How did you hear about this heritage site?

Option	All Sites	CBF	PEM	MW
Word of mouth	10 (33.3%)	0 (0%)	3 (37.5%)	6 (37.5%)
We have been before	10 (33.3%)	0 (0%)	1 (12.5%)	9 (56.3)
A leaflet	8 (26.7%)	4 (80%)	2 (25%)	2 (12.5%)
We were passing	4 (13.3%)	0 (0%)	3 (37.5%)	1 (6.3%)
Social media	1 (3.3%)	1 (20%)	0 (0%)	0 (0%)
Our website	1 (3.3%)	1 (20%)	0 (0%)	0 (0%)
Another website	0 (0%)	0 (0%)	0%	0 (0%)

For all sites, the main reason visitors have heard about the sites is through word of mouth or repeat visitors. Visitors to CBF had predominantly heard of the site due to advertising. In particular, the 'Visit Spalding' leaflet was cited as a reason for visiting. In comparison. PEM had a fairly high proportion who became aware of the site only when passing as well as through word of mouth, whereas MW was significantly through word of mouth more than any other method.

Chart 22: What is your reason for visiting?

Option	All Sites	CBF	PEM	MW
Other	10 (32.3%)	1 (25%)	0 (0%)	9 (47.4%)
A day out	5 (16.1%)	1 (25%)	0 (0%)	4 (21.1%)
The site is linked to my hobby/interest	5 (16.1%)	0 (0%)	2 (25%)	1 (5.3%)
Just passing	4 (12.9%)	1 (25%)	2 (25%)	1 (5.3%)
Recommended	3 (9.7%)	0 (0%)	2 (25%)	1 (5.3%)
Interested in the history	3 (9.7%)	2 (50%)	3 (37.5%)	2 (10.5%)
Friends/family over	1 (3.2%)	0 (0%)	0 (0%)	1 (5.3%)
Is your interest related to this site only	0 (0%)	0 (0%)	0 (0%)	0 (0%)

As can be seen in chart 22, the majority of visitors for all sites combined visited due to an 'other' reason. At CBF 40% of visitors were on holiday when they decided to visit. These visitors had heard about the site from leaflets. This indicates that leaflets are a useful method for attracting new visitors to the site. In comparison, at MW, 26% of people surveyed were attending due to a quilting or sewing club, and 10% were there to visit the café.

For those that did not cite an ‘other’ reason for visiting, at CBF and PEM there was a small majority of visitors who attended due to an interest in the history, whereas at MW it was due to the reason of ‘a day out’.

3.3 Feedback from visit

Chart 23: All sites - what is important to you during your visit?

Option	Very Important	Quite Important	Not Important	N/A
Informative staff	22 (84.6%)	3 (11.5%)	1 (3.8%)	0 (0%)
Hands on experience	11 (42.3%)	8 (30.8%)	4 (15.4%)	3 (11.5%)
Information on display	22 (81.5%)	4 (14.8%)	1 (3.7%)	0 (0%)
Demonstrations	12 (46.2%)	11 (42.3%)	3 (11.5%)	0 (0%)
Activities for children	6 (25%)	9 (37.5%)	5 (20.8%)	4 (16.7%)
Facilities (e.g. toilets)	23 (79.3%)	4 (13.8%)	2 (6.9%)	0 (0%)
Shop (if applicable)	10 (35.7%)	6 (21.4%)	7 (25%)	5 (17.9%)
Café (if applicable)	18 (58.1%)	1 (3.2%)	5 (16.1%)	7 (22%)

For all elements of visits to the sites, the ‘very important’ option had the highest percentage of choices. The only element which was not ‘very important’ to visitors was the ‘activities for children’, as this was instead seen as ‘quite important’. This is not surprising, as 99% of visitors surveyed did not have children with them during their visit. Therefore, the results would likely be different if family groups were approached to complete these surveys.

Chart 24: Overall, how would you rate your visit?

Option	All site	CBF	PEM	MW
Excellent	18 (58.1%)	3 (60%)	7 (100%)	7 (38.9%)
Very good	9 (29%)	2 (40%)	0 (0%)	7 (38.9%)
Good	4 (12.9%)	0 (0%)	0 (0%)	4 (22.2%)
Poor	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very poor	0 (0%)	0 (0%)	0 (0%)	0 (0%)

As can be seen in chart 24 above, all three sites received ‘good’ and above ratings for visitors. Visitors to CBF and PEM mostly rated their visit as ‘excellent’, whereas at MW visitors were split predominantly between ‘excellent’ and ‘very good’.

3.4 Key feedback for each site

3.4.1 Chain Bridge Forge

For CBF, 80% of people surveyed had not visited before. This is unsurprising considering where the majority of visitors to this site have travelled from, see chart 7. Leaflets are the main reason these visitors became aware of the site, and as they were in the area on holiday this reflects how useful this advertising tool is for attracting visitors from a non-local audience.

50% of visitors to CBF cited being 'interested in history' as their reason for visiting the site. When visitors were asked what was important to them during a visit, most said that having 'informative staff' and 'demonstrations' were very important during their visit. Comparatively, 'information on display', 'activities for children', 'café', and 'shop' were cited as only being 'quite important'. Although as discussed in the previous section, as the majority of visitors did not have children with them, it is unsurprising that 'activities for children' were less important. The full results for this question can be seen in chart 25.

Overall, 60% of visitors to CBF felt their visit was excellent and 40% felt it was very good.

Chart 25: What is important to you during your visit?

Option	Very Important	Quite Important	Not Important	N/A
Informative staff	4 (100%)	0 (0%)	0 (0%)	0 (0%)
Hands on experience	1 (20%)	0 (0%)	0 (0%)	4 (80%)
Information on display	3 (60%)	2 (40%)	0 (0%)	0 (0%)
Demonstrations	4 (80%)	1 (20%)	0 (0%)	0 (0%)
Activities for children	0 (0%)	1 (25%)	0 (0%)	3 (75%)
Facilities (e.g. toilets)	3 (75%)	1 (25%)	0 (0%)	0 (0%)
Shop (if applicable)	1 (25%)	1 (25%)	0 (0%)	2 (50%)
Café (if applicable)	0 (0%)	0 (0%)	0 (0%)	4 (100%)

3.4.2 Pinchbeck Engine Museum

The majority of visitors to PEM during the period of study had not visited the site before. This is further reinforced through the frequency of the choice of ‘just passing’ as visitors’ reason for knowing about the site. ‘Word of mouth’ was also a popular reason for having heard about the site. In terms of reasons for visiting the site, 37.5% of visitors said their reason was that they were ‘interested in history’.

As can be seen in chart 27, information seems to be the most important element of visits to this site; both ‘informative staff’ and ‘information on display’. This is in contrast to CBF, which had a high proportion of visitors suggesting that ‘demonstrations’ were more important than ‘information on display’. This reflects the differences between the sites as CBF is a working forge whereas PEM takes more of the form of a traditional museum. 100% of people surveyed rated their visit as excellent

Chart 27: What is important to you during your visit?

Option	Very Important	Quite Important	Not Important	N/A
Informative staff	7 (100%)	0 (0%)	0 (0%)	0 (0%)
Hands on experience	2 (28.6%)	3 (42.9%)	2 (28.6%)	0 (0%)
Information on display	7 (100%)	0 (0%)	0 (0%)	0 (0%)
Demonstrations	1 (14.3%)	5 (71.4%)	1 (14.3%)	0 (0%)
Activities for children	0 (0%)	4 (57.1%)	3 (42.9%)	0 (0%)
Facilities (e.g. toilets)	5 (71.4%)	0 (0%)	2 (28.6%)	0 (0%)
Shop (if applicable)	0 (0%)	0 (0%)	6 (85.7%)	1 (14.2%)
Café (if applicable)	0 (0%)	0 (0%)	6 (85.7%)	1 (14.2%)

3.4.3 Moulton Mill

The majority of visitors to MW have visited the site before demonstrating that there is a strong draw for repeat visitors. The most cited reason for visiting is due to attending clubs and events, with the quilting/ sewing group being a key reason for visiting.

As can be seen in chart 29, 18 people felt that the café was a very important element in their visit, the facilities were similarly 'very important'. This suggests that the site is used for the café as much as it is as a heritage site.

This is further reflected in visitors' comments such as:

"Visiting the mill is a social occasion when having a cup of coffee someone always speaks 2 everyone"

When discussing possible improvements, again the feedback focuses on the café:

"I realise it is volunteer run but hot soup, bacon sandwiches, warm scones"

"More hot food i.e. soup, toast, toasted sandwiches"

38.9% of visitors surveyed felt their visit was excellent and 38.9% felt it was very good.

Chart 29: What is important to you during your visit?

Option	Very Important	Quite Important	Not Important	N/A
Informative staff	11 (73.3%)	3 (20%)	1 (6.7%)	0 (0%)
Hands on experience	8 (53.3%)	5 (33.3%)	2 (13.3%)	0 (0%)
Information on display	12 (80%)	2 (13.3%)	1 (6.7%)	0 (0%)
Demonstrations	7 (50%)	5 (35.7%)	2 (14.3%)	0 (0%)
Activities for children	7 (53.8%)	4 (30.8%)	2 (15.4%)	0 (0%)
Facilities (e.g. toilets)	16 (88.9%)	2 (11.1%)	0 (0%)	0 (0%)
Shop (if applicable)	10 (62.5%)	4 (25%)	2 (12.5%)	0 (0%)
Café (if applicable)	18 (94.7%)	1 (5.3%)	0 (0%)	0 (0%)

4. Development of a partnership between the three sites

In the original tender, questions focusing on the development of a partnership between the three sites gave visitors more options for answers as well as an opportunity to expand on these answers. However, in the following consultation, the client requested that the more detailed options to the proposed questions could be further explored at a later stage instead of within this audience evaluation survey. Therefore, the following section provides analyses into the initial exploration for the development of a partnership between the three sites.

Chart 31: Would you be interested in an offer that included a visit to the three sites followed by refreshments at the mill?

Option	All sites	CBF	PEM	MW
Yes	17 (94.4%)	4 (100%)	6 (100%)	7 (87.5%)
No	1 (5.6%)	0 (0%)	0 (0%)	1 (12.5%)
N/A	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Comment	0 (0%)	0 (0%)	0 (0%)	0 (0%)

As can be seen in chart 31 above, 94.4% of all visitors from all sites surveyed would be interested in the offer that connects the three sites. Only one person said they would not be interested, however, no comment was recorded as to why not.

Chart 32: Would you pay for entry to free sites and/or guided tour?

Option	All sites	CBF	PEM	MW
Yes	20 (100%)	5 (100%)	6 (100%)	9 (100%)
No	0 (0%)	0 (0%)	0 (0%)	0 (0%)
N/A	0 (0%)	0 (0%)	0 (0%)	0 (0%)

100% of visitors said that they would pay an entry fee to visit the sites and/or for a guided tour. One visitor commented that they would pay £2, however, there was no further information with the comment as to what they would be willing to pay £2 for.

Chart 33: Would you be interested in a concessionary/special ticket that included sites and other attractions?

Option	All sites	CBF	PEM	MW
Yes	20 (100%)	5 (100%)	5 (100%)	10 (100%)
No	0	0 (0%)	0%	0 (0%)
N/A	0	0 (0%)	0%	0 (0%)
Comment	0	0 (0%)	0%	0 (0%)

100% of visitors said they would be interested in a concessionary/ special ticket that included sites and other attraction, however; again, no further detail was collected.

Chart 34: Would you be interested in children’s activities or themed events which were linked across sites and rewards were given for completion?

Option	All sites	CBF	PEM	MW
Yes	6 (37.5%)	2 (40%)	5 (100%)	5 (35.5%)
No	3 (18.8%)	0 (0%)	0 (0%)	3 (27.3%)
N/A	7 (43.8%)	3 (60%)	0 (0%)	3 (27.3%)

For this question, 43.8% felt that it was not applicable to them. This further reflects the data gathered previously in the survey as the majority of visitors to the sites were adults, and only one had a child with them. However, one visitor did comment that it would “*encourage a younger generation*”, demonstrating that although children’s activities were not relevant to themselves, they could see the benefit of it for other types of visitors.

Chart 35: Could you select three days that you would prefer to visit

Option	All sites	CBF	PEM	MW
Sunday	13 (65%)	2 (40%)	4 (66.7%)	7 (70%)
Saturday	11 (55%)	2 (40%)	0 (0%)	7 (70%)
Friday	9 (45%)	1 (20%)	4 (66.7%)	3 (30%)
Thursday	8 (40%)	1 (20%)	4 (66.7%)	3 (30%)
Wednesday	5 (25%)	0 (0%)	2 (33.3%)	3 (30%)
Monday	2 (10%)	0 (0%)	0 (0%)	2 (20%)
Tuesday	2 (10%)	0 (0%)	1 (16.7%)	1 (10%)
Any day	2 (10%)	3 (60%)	0 (0%)	0 (0%)

The top three days for the sites combined data were Sunday, Saturday and Friday. This was also the case with CBF and MW individually. However, for PEM, the most selected three days were Sunday, Friday and Thursday. The popularity of the

weekend days is perhaps unsurprising as these days are most often non-working days. What will be important going forward when exploring the opportunity for the three sites to work together, will be the consideration given to the need to align days for when the three sites are open.

When asked how the sites could get visitors more involved, 71.4% stated that they lived too far away from the sites to get involved. Other comments included *“Rather involved with other organisations at present”* and *“Offers”*. In order to understand what would encourage audience members to become more involved with the sites, CS would suggest further audience evaluation, in particular focus groups, in order to address the questions in more depth.

5. Conclusion

In conclusion, in order to gain a representative sample and therefore a clear understanding of the audiences' profile at each site, more audience evaluation is needed.

5.1. Chain Bridge Forge

As only five visitors completed the survey at this site, it is very difficult to come to any meaningful conclusions about the audience profile.

From the data that was gathered, 78.8% of visitors were aged 60 or over, 60% of groups contained two adults, 80% of visitors were White British, and 80% of visitors had not visited before. The main reason for the visitors being aware of the site was through leaflets. This is particularly interesting as the majority of visitors were on holiday in the area when they decided to visit, presumably after viewing the leaflets.

The element of the visit that those surveyed selected as the most important elements were 'informative staff' and 'demonstrations'. This reflects the nature of the site, as it is a working forge.

Overall, 60% of visitors felt their visit was excellent and 40% rated it as very good.

In terms of CBF's TripAdvisor reviews, 42 reviews were left in total at the time of this project. 50% of reviewers did not identify their gender; out of those that did, there is a fairly balanced split between males and females. Again, the majority of reviewers did not state their age. Out of those that stated a location on their profiles, 38% of reviewers were from Spalding. 86% of reviews left on CBF's TripAdvisor rated the visit as excellent.

5.2. Pinchbeck Engine Museum

Again, to gain a representative sample and therefore a valid understanding of the audience at PEM, more surveys would need to be collected.

At PEM, the majority of visitors fell into the age category of 60 and over (61.5%). However, in comparison to the other sites, 17.4% of visitors were aged between 17-29 years old. This presents an opportunity to explore how this group could be further encouraged to visit. 75% of groups consisted of two adults and 100% identified as White British. The majority of those surveyed were first time visitors to the site and 'word of mouth' was cited as the main source of knowledge of this site. An avenue for increasing visitor numbers may be to create a social media presence for the site or to improve the website.

100% of visitors rated their visit to the site as excellent.

PEM received 35 reviews on TripAdvisor, and following the pattern seen above, the majority of reviewers did not state their gender identities on the profiles. Of those that did identify their gender, the majority (34.3%) were males. Further, the majority of reviewers do not state their age category either. However, those that do state their age are spread fairly evenly between the categories of 35-49 years, 50-64 years, and 65 years plus. 28.6% of reviews came from individuals based in Spalding. 75% of reviews left on TripAdvisor rated their visit to PEM as excellent and 25% rated it as very good.

5.3. Moulton Windmill

As above, to gain a valid understanding of the audience' profile, more surveys would need to be gathered.

64.6% of visitors to MW, as with CBF and PEM, were aged 60 and over. 40% of groups at MW also contained two adults, and 55.6% of visitors were from the Spalding area. MW has a strong trend of repeat visitors and attending clubs was the main reason for visiting this site. The café was cited as an important element in individuals' visits.

38.9% of visitors rated their visit to the site as excellent, and 38.9% felt that it was very good.

MW received 105 reviews on TripAdvisor. As with the previous two sites, 52.4% of reviewers did not state their gender identity, and out of those that have, there is a fairly even split between males and females. Again, the majority of visitors did not give their age, however out of those that have, MW has the largest spread over age ranges but with most falling in the categories of 50-64 years, 65 years plus, and 35-49 years old. MW is the only site out of the three that has reviewers on TripAdvisor under the age of 35, with one reviewer even being under the age of 18.

67% of reviews left on TripAdvisor rated their visit to MW as excellent, 26% very good, and 5% average. Unlike the other sites, MW was the only site to receive negative reviews on TripAdvisor with 1% rating it as poor and 1% as terrible. The poor review was left in 2015 and the terrible was posted in July 2017 and was responded to by the museum manager. As such, these have not been reviewed in this report.

6. Recommendations

As has been demonstrated throughout this report, the number of surveys gathered do not provide a representative sample of audience evaluation information in order to draw valid and meaningful conclusions. As such, CS recommend that further audience evaluation should be carried out, particularly aiming at reducing the margin of error based on visitor figures. The suggested number of surveys to fulfil this at each site are:

	CBF	PEM	MW
Sample required for 10% margin of error	76	73	9676
Sample required for 5% margin of error	213	210	377

CBF has also carried out further audience evaluation using their social media channels. This data should also be considered and this method of evaluation explored further when developing the project and communication with visitors.

CS would also recommend further audience evaluation once the three sites have developed some potential options for working in partnership. This would allow a piloting of these ideas through methods such as focus groups, providing a more concrete evidence to base future decisions on.

The data has revealed some areas of audience segmentation in which there may be opportunities to develop new and wider audiences.. CS would suggest there could be an opportunity to grow the family audience. Drawing on information taken from the 2011 census, a majority of the population of Spalding were aged 18-64 (18,985 individuals), however, 16% of the population consist of young people aged 0-14 years (5,109 individuals). Therefore there is an opportunity to increase this audience to the three sites.

Finally, CS would suggest that the sites could explore the success at MW (quilting group) and research the potential to introduce more group activities at the sites as a way of increasing visitor numbers. In particular, it may be interesting to explore inviting other groups that are separate from the sites to use their sites as a location for their activities.

7. Appendices

For full tables of the results gathered from each site individually and all three sites together see separate document.