

Activity Plan

1 Community Engagement and informal learning

We will engage our community by providing an inspirational museum and a diverse range of activities

<p>1.1</p>	<p>Develop opportunities for informal drop in and pre booked activities which will be delivered in school holidays and regular times at weekends with an option to deliver after school if this proves popular. Explore packaging some of these events as Museum Club activities.</p> <p>Link activities to National Events such as Museum at Night, Big Draw, Armed Forces Day to raise profile. Where possible deliver activities outside museum on paved areas adjacent to museum to raise profile.</p> <p>Drop in Sessions might include practical craft activities with a 'make' to take away e.g. ' Games Makers', 'Fantastic Flags, D Day Home and Away with gas mask and box to take away. Collection focused activities e.g. weapons handling, uniform and equipment. Booked session might include storytelling, making your own family tree, food demonstrations, re-enactments (Drill practise, Where in the World meet a soldier from different period and country).</p>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
<p>Local families military and non military</p> <p>Families on holiday</p>	<p>Families and young people will learn new skills, and develop a sense of ownership for their local military heritage.</p>	<p>July-Aug '13 Drop in Sessions x42</p> <p>Nov – Dec 14 Drop in x 11 Booked x 4</p> <p>Jan-Dec 15 Drop in x126 Booked x10</p>	<p>Average of 15 children per session =</p> <p>Yr 1 = 630 Yr 2 = 229 Yr 3 = 2010 Yr 4 = 690</p> <p>Recruit and Skill up 6 volunteers in any one year to assist in the</p>	<p>Numbers and profile of participants (ticket data, activity records, visitor questionnaire).</p> <p>Web hits and online dwell time to family</p>	<p>L&P</p>

		Jan-May 16 Drop in 41 Booked x 5	delivery of activity sessions. Engage at least three special interest groups in development / delivery of activities. High levels of awareness of the museum amongst local and wider audience. Positive user feedback.	area of site. Activity evaluation forms Feedback from staff and volunteers, special interest groups. Annual focus group with regular participants.	
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1.2	Develop a regular day time activity for the under 5s. This might support Early Years Foundation Stage activities such as supporting this age group to distinguish between ‘then and now’. The programme may complement existing activities run by libraries and other heritage organisations. Some of these activities will be delivered at local children’s centres. This will initially be developed as an outreach activity but will involve sessions at museum once museum reopens.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Local families military and civilian Foundation age children	Engages children with heritage. Participants will enjoy spending time together and meeting new people and learning new things. Enables families to feel confident about bringing young children to the museum. Allows for civilian and military families to come together.	Sept – Dec 2013 5 outreach sessions at partner venues Jan – Dec 2014 10 outreach session 3 sessions at museum Jan – Dec 2015 Fortnightly sessions mixture of at museum and outreach in term time = 28 sessions Jan – June 2016 Fortnightly sessions in term time	Assuming 15 children at each session and 15 parents Yr 1 = 150 Yr 2 = 390 Yr 3 = 840 Yr 4 = 330 Recruit and Skill up 2 volunteers in any one year to assist in the delivery of activity sessions. Number of activities that attract civilian and military families.	Numbers and profile of participants (ticket data, activity records, visitor questionnaire) Activity evaluation forms.	L&P

		mixture of at museum and outreach = 11 sessions	Increased numbers of civilian, military and low income families visiting overall.		
1.3					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL	<p>Provides child specific interpretation.</p> <p>Engages children with museum's collection and heritage.</p> <p>Helps to remove 'time barrier' for adult visits and allows for different levels of interest and knowledge.</p>	Development Oct-June 2014	<p>Uptake level</p> <p>Feedback on levels of enjoyment</p>	<p>Analysis of uptake.</p> <p>Visitor questionnaire.</p>	L & P
1.4	<p><i>Collecting Memories</i></p> <p>Undertake an intergenerational oral history project between young people, Yorkshire Regiment soldiers (cadets, regular and reserve) and Green Howard veterans that explores motivations for joining the armed forces.</p>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims

<p>Local young people</p> <p>Yorkshire Regiment</p> <p>Green Howards</p>	<p>It will deepen understanding of the Army amongst local young people.</p> <p>It will forge relationships between different generations and engender mutual respect.</p> <p>Participants will understand the different motivations that different generations have had for joining the army.</p> <p>Potential for project to be run in tandem with all Yorkshire Regiment antecedent museums extending the benefits of the project to a much wider audience</p>	<p>April 2015 – March 2016</p>	<p>Target of 1 project with:</p> <p>10 young people</p> <p>10 Yorkshire Regiment</p> <p>10 Green Howards</p> <p>Positive feedback from participants identifying new skills, levels of enjoyment and understanding of different generations.</p> <p>Visits from Green Howards, Yorkshire Regiment and young people citing the project as the inspirational motivator.</p> <p>Minimum of 5 venues for travelling exhibition seen by 500 people.</p> <p>20 interviews</p> <p>-</p>	<p>Numbers and profile of participants.</p> <p>Ticket data and Visitor questionnaire.</p> <p>Evaluation forms for project participants.</p> <p>Feedback from staff and volunteers.</p> <p>Number of touring venues and visitors to venues.</p>	<p>L&P</p>
<p>1.5 Develop activities for adults, older learners and groups to be delivered during the week, at weekends and evenings. Activities to include:</p> <p>'Secret History' – themed tours of museum and behind the scenes tours targeted primarily at visitors to the museum but can also be delivered to groups.</p>					

<p>'On the War Path'- guided tours of local military sites which in agreement with partners might be extended to 'behind the wire' tours of Catterick Garrison' and regional military sites and museums.</p> <p>Creative workshops linked to the Collection and temporary exhibition programme e.g. Battle scene and Portrait Painting, Trench Art. Musical memory workshops linking 20th century collection to music of the time.</p> <p>Family History Support - Discovering your WWI family history etc. Caring for your Heirlooms: workshops on care of paper, textiles, photographs etc.</p> <p>Continue to provide annual lecture programme.</p>					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
<p>Local Adults and Older people</p> <p>Adult tourists</p> <p>Military enthusiasts</p>	<p>Engages adults with the Museum's heritage and collection.</p> <p>Promotes understanding of local and regional military history, raises awareness of contemporary military life.</p> <p>Provides local people with motivation to visit museum especially for those who do not have a natural affinity with military subject matter.</p> <p>Supports those who want to explore a subject in more detail and supports military enthusiasts to share their knowledge.</p> <p>Enables adults to learn new skills, meet new people, learn how to discover and care for their heritage.</p>	<p>2013 5x family history workshops/talks 5 lectures 3 guided walks</p> <p>2014 5x Family history /talks/WWI outreach sessions 8 x secret history tours 8 x guided walks 2 x creative workshops</p> <p>2015 40 x secret history tours</p>	<p>20 at family history workshops 10 on secret history tour 10 on guided walks 15 creative workshops 32 at lectures</p> <p>Yr 1 = 160 Yr 2 = 290 Yr 3 = 780 Yr 4 = 39</p> <p>Number of volunteers supporting delivery of programme. Target is 10</p> <p>Feedback on levels of</p>	<p>Numbers and profile of participants.</p> <p>Activity evaluation forms.</p> <p>Ticket data</p> <p>Visitor questionnaire.</p> <p>Feedback from staff, volunteers and military enthusiasts.</p>	<p>L&P</p>

		<p>4 x family history workshops/talks 4 x creative workshops 8x guided walks 5x lectures</p> <p>2016</p> <p>20 x secret history tours 4 x family history workshops/talks 4 x creative workshops 3 x guided walks 3x lectures</p>	enjoyment	Visitor survey.	
1.6	<i>Community of Interests</i> - Develop a project with local people that allows them to explore the history of the building and local connections with the Regiment. The project will include collecting memories of the church and tower and the creation of a display in the museum and at community venues.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Local older people	<p>Enables local people to make a connection between the museum and their local history.</p> <p>Enables project group to share the connections they have discovered with a wider group of local people extending the benefits of the project.</p>	Feb 2014-Nov 2014	<p>Target of 15 local older people</p> <p>5 Displays in Community venues viewed by 500 visitors</p>	<p>Numbers and profile of participants.</p> <p>Numbers of touring exhibition sites</p>	

	<p>Allows people to develop new skills e.g. ICT, interpretation.</p> <p>Social benefits of bringing like minded people together.</p>		<p>Display in museum</p> <p>Feedback on new skills, levels of enjoyment, understanding of history of building and local connections to Regiment.</p> <p>Visits from local people citing project as inspirational motivator.</p>	<p>and numbers who see exhibitions</p> <p>Activity evaluation.</p> <p>Ticket data</p> <p>Visitor questionnaire</p>	
1.7	Develop workshops for military personnel especially those in training or resident on Catterick Garrison. Activities will be hands on, participatory and relevant to all Soldiers irrespective of Regimental affiliation.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Military community	<p>Participants will improve their communications skills, leadership and knowledge of Army heritage and values.</p> <p>Develop interest and understanding of their military history and shared values.</p> <p>Develop a culture of museum visiting amongst soldiers.</p>	From Nov 2014	<p>8 sessions with 20 participants per year.</p> <p>Participants and leaders of groups report improvement in communications skills, leadership and knowledge of Army heritage and values.</p> <p>High levels of awareness of offer</p>	<p>Numbers and profile of participants</p> <p>Evaluation forms</p> <p>Feedback from staff and volunteers</p> <p>Number of sessions booked by Military</p>	L & P

			amongst training staff at Infantry Training Centre. Levels of enjoyment	personnel on Catterick Garrison	
1.8	<i>Collections Weekends – a weekend of activities focused on a particular decade from the 1950s onwards that would enable the museum to work with target groups to share information and fill gaps in museum collection.</i>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Specialist groups Older local people and tourist Adults Green Howards	Enables those with special interest in military history to have a forum to share their knowledge and meet with like minded people. Develops Collection in time periods that are likely to appeal to Green Howards and which are likely to resonate with adults and older visitors. .	Annual event in May 2015 and 2016	40 people attend pre-booked events 30 people bring material 2 special interest groups engaged 2 new partnerships Participants enjoy events, feel able to share information, and learn new aspects of military heritage.	Numbers and profile of participants. Evaluation forms. Feedback from staff, special interest groups, partners and volunteers.	L&P
1.9	<i>Listening Post – Creation of a community panel with representatives from all our target audiences, volunteers and Friends of Museum chaired by Trustee with responsibility for community liaison.</i>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims

ALL	To provide target audiences with an opportunity to contribute to planning and development of activities.	To meet twice a year from 2013	<p>Participants know that their views can affect change and that their views are valued.</p> <p>Regularity of meetings and of attendance.</p>	<p>Evaluation forms</p> <p>Records of meetings</p>	P
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2 Formal learning

Every pupil who visits will leave having learned something new and wanting to come back again for more

2.1	<i>Develop Core Education Programme</i> Five KS 1, 2, 3 focused workshops of 2 hours duration. These workshops can be delivered as a stand alone programme or integrated into a whole day of activity available at any of the education partnership sites or using the town's built heritage to create a whole day out or stand alone packages.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	<p>Young people will learn about cross curricular topics based around historical themes relating to education partnership collections and built heritage of Richmond.</p> <p>Young people will develop skills in historical enquiry.</p> <p>Young people will be empowered and motivated to engage with their local history and culture.</p> <p>Young people will become actively involved in sharing ideas with other people about their area.</p>	On going from Sept 2013	<p>Approx 1,000 children participate in workshop programme per year.</p> <p>Approx 40 workshops per year.</p> <p>Teachers and students value the programme.</p> <p>Workshop learning outcomes are achieved.</p>	Feedback from pupils and teachers collected through evaluation forms and discussions	L

2.2	<i>Develop the use of Green Howard loans box as a pre and post visit resource for schools which complements the workshops on offer</i>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	<p>Young people will learn about cross curricular topics based around historical themes.</p> <p>Young people will develop skills in historical enquiry.</p> <p>Young people will be empowered and motivated to engage with their local history and culture.</p> <p>Young people will become actively involved in sharing ideas with other people about their area.</p>	From Sep 2013	Boxes loaned for 3 weeks	Teacher and student feedback from evaluation materials	L
2.3	<i>Develop outreach programme of workshops for primary and secondary schools. The outreach will be targeted at non user schools and used to build a schools market for the service. There will be more activity in the first year than following years</i>				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	Young people will learn about cross curricular topics based around	From Sep 2013	Approx 20 schools will participate in workshop	Feedback from pupils and	L

	<p>historical themes.</p> <p>Young people will develop skills in historical enquiry.</p> <p>Young people will be empowered and motivated to engage with their local history and culture.</p> <p>Young people will develop skills in drama and other creative art forms.</p> <p>Young people will become actively involved in sharing ideas with other people about their area.</p>		<p>outreach programme per year.</p> <p>Teachers and students value the programme.</p> <p>Workshop learning outcomes are achieved.</p>	<p>teachers collected through evaluation forms and discussions.</p>	
2.4	Develop online resources for education partnership which teachers can download that provide pre and post visit materials for schools. These resources will be flexible so that teachers can adapt them to their needs.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	<p>An integrated package of resources that allow teachers to enhance experience of workshops or outreach so that they can embed it into a topic or scheme of work over a period of time e.g. a term.</p> <p>Allow schools that are unable to access resources by visits or outreach.</p> <p>Teachers will have access to local materials to support learning.</p>	<p>Develop Jan-June 2015. Launch Sept</p>	<p>Teachers use resources</p> <p>On line evaluation survey shows teachers and students value and feel positively about the resources.</p>	<p>Feedback from pupils and teachers collected through evaluation forms and discussions.</p>	L

2.5	WWI Special event. An intensive programme of activity, developed in partnership with schools, the local authority and the education partnership. This will involve workshops in schools and workshops in education partner venues. Pupils will be involved in the programme over a six month periods. Pupils will develop work over a period which will culminate in a display of work at the each education partner site and a performance based piece at the Georgian Theatre/Station.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	<p>Young people will learn about cross curricular topics based around historical themes.</p> <p>Young people will develop skills in historical enquiry.</p> <p>Young people will be empowered and motivated to engage with their local history and culture.</p> <p>Young people will develop skills in drama and other creative art forms.</p> <p>Young people will become actively involved in sharing ideas with other people about their area.</p> <p>Pupils will have opportunity to meet with pupils from other schools ahead of transition to secondary school.</p>	Jan 2014- June 2014	<p>Approx 15 schools will participate in programme</p> <p>Teachers and students value the programme</p> <p>Workshop learning outcomes are achieved.</p> <p>Display of student work.</p>	Feedback from pupils and teachers collected through evaluation forms and discussions.	L

2.6					
Marketing and promotion of education service. E-newsletter for schools. Face to face promotional activity at schools and teachers meetings and events to raise awareness of the learning programme.					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	Teachers' awareness raised of potential of the Education Partnership as a resource for schools.	From June/July 2013	Positive feedback from teachers attending events.	Questionnaires.	L
2.7					
Teachers' consultation/advisory panels. A group of teachers who will meet annually to advise on the development of the learning programme.					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
School KS1, KS2, KS3	Resources developed meet the needs of schools. Partner staff develop understanding of teachers needs. Teachers awareness raised of Education partnership offer	Start up date 6 months into project and then annually	Teachers feel involved and ownership of learning resources and programmes developed Meetings held and participants attend	Evaluation interviews with teachers involved. Record of meetings	L

2.8 Explore the viability of a partnership with Darlington College to develop activities to support soldiers to meet basic skills requirements in English and Maths.					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Military Personnel, Catterick Garrison	<p>Resources developed meet the needs of soldiers.</p> <p>Partner staff develop understanding of how museum can support learning.</p> <p>Develop interest and understanding of their military history and shared values.</p> <p>Develop a culture of museum visiting amongst soldiers.</p>	Develop Jan-March start delivering April onwards	<p>Partnership established.</p> <p>Soldier's basic skills are improved.</p> <p>Number of sessions booked</p>	<p>Feedback from soldiers and teachers collected through evaluation forms and discussions.</p> <p>Data collection</p>	L
2.9 Develop literacy workshops for Green Howards museum and Georgian Theatre.					
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
KS1 KS2	<p>Resources developed meet the needs of schools.</p> <p>Improvement in pupil's literacy.</p> <p>Pupils grow in confidence and enjoy learning through the use of museum collections</p>	Develop June – Aug. Launch Sept	<p>Literacy levels improve</p> <p>Pupils confidence grows</p> <p>Pupils enjoy learning using their local</p>	<p>Feedback from pupils and teachers collected through</p>	L

			heritage Number of sessions booked	evaluation forms and discussions. Data collection	
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3 Communications

The Green Howards Museum will be known and loved locally and regionally as an inspiring and welcoming place, for everyone to enjoy no matter what your interest or background or how many times you have visited before

<p>3.1</p>	<p>Develop visibility of the museum within Richmond town centre and surrounding area. This will include touring mini exhibitions as described at 1.4 and 1.6 and the use of existing touring equipment to promote the museum in local venues e.g. supermarkets, leisure centres, agricultural shows, mela and festivals frequented by target audiences.</p> <p>While museum is closed in 2013/first half of 2014 objects will be loaned to mark the anniversary of World War I to Castle Howard, Kiplin Hall, Burton Constable and the Royal Armouries. This will ensure the museum remains in the public eye and collections reach new audiences. In addition the museum will mount a temporary display at it's off site accommodation if this is suitable or at the Regimental Chapel, Richmond.</p> <p>The museum will enhance its PR strategy and leaflet distribution and ensure that the museum benefits from tourism organisations promotional initiatives.</p> <p>Additional funding will be sought during the life time of the project to expand upon this theme. Projects might include projected images from the collection on the building at night and images from the collection reproduced at the site they were first created e.g. The North York Militia formed up on Reeth village green.</p>				
<p>Audience</p>	<p>Benefits for people</p>	<p>Timetable</p>	<p>Targets and Measures of Success</p>	<p>Methods of Evaluation</p>	<p>Meeting HLF</p>

					aims
ALL	All target audiences understand the message that museum has something to offer them and that the museum is an enjoyable and inspiring place to visit.	Loans 2013/14 Other activities from 2014 onwards	Meeting visitor and audience development targets Uplift in repeat visitors Increased awareness of visitors	An annual focus group of visitors and non visitors testing awareness of museum	P
3.2	Communicate clearly and regularly with all target audiences. This will include introducing, maintaining and proactively marketing an newsletter and regular updating of social media				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL	Communications will be clear and welcoming to all potential users. They will be DDA compliant and written in Plain English so that people of all ages and abilities and backgrounds understand the services that the museum has on offer.	2013 onwards	Meeting visitor and audience development targets Users feel valued and welcomed through having clear and accessible. Communications about what's on offer and how they can access it.	Visitor questionnaires Annual focus groups	P

3.3	Develop a community marketing database of local community, military, heritage and arts venue contacts send regular fliers and posters to upcoming events and volunteer opportunities.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL	All audiences know what is on offer, that the museum has constantly changing programme with new things to see. .	2013 onwards	Meeting visitor and audience development targets. Number of repeat visitors.	Visitor questionnaires Ticket statistics	P
3.4	Redesign the website in line with refreshed brand proposition placing much more emphasis on dynamic content and information on events and activities, education offer and signposting to education resources. Also ensure that the website is highly accessible incorporating for example increased font size options, speech enabled functions and 'plain English' copy				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL including those unable to physically visit.	All audiences know what is on offer, that the museum has constantly changing programme with new things to see. Accessing local heritage in a highly engaging and informative way.	2014 onwards	A minimum of 20% increase in web visitors overall and dwell time.	Web stats. Online comments	P

	<p>Being more comfortable entering the Museum if a heritage attraction would not be a usual destination through a warm up of what to expect/look out for.</p>		<p>Increased numbers visiting museum prompted by website.</p> <p>Positive user feedback through evaluation forms on line.</p>	<p>sections on website and social media channels.</p> <p>Visitor questionnaires.</p> <p>Ticket statistics.</p>	
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4 Management and facilities

Our management style and structure and our facilities will support our audience development objectives.

4.1	Appoint an Education Manager and a Community Liaison Worker who will be responsible for formal learning programmes and informal learning activities and the management of volunteers recruited to support these activities.				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL	<p>The dedicated human resource will ensure that the local community feel valued and welcomed.</p> <p>Learning and skills opportunities via volunteering for local people and formal education providers will be significantly increased thereby increasing confidence and employability</p> <p>Learning and skills providers (e.g. schools, colleges and voluntary groups, local organisations) will have a direct point of contact and dedicated resource to make it easier for them to partner with the Museum and deliver their programmes.</p> <p>Local communities will have increased opportunities to access and take ownership of a unique local asset increasing their knowledge and pride in their local area and heritage</p>	Appoint April -June 2013	<p>Having both posts filled by high calibre individuals and running within the timetable.</p> <p>Meeting and exceeding the targets set for engagement with target audiences and formal learning audiences.</p>	<p>Analysis of learning and outreach bookings and visitor stats.</p> <p>Visitor survey</p> <p>Web stats on community and learning pages</p> <p>Numbers of volunteers engaged and</p>	

				enquiries. Feedback from Education Manager and Community Liaison Worker Levels of additional funding secured to deliver activities outside of the core programme described in activity plan.	
4.2	Develop and communicate a range of volunteer opportunities <i>Working the Past.</i> Develop volunteering opportunities specifically for young people (14-25) in the form of short-term placements and extended work experience Recruit volunteers specifically from Green Howards, Yorkshire Regiment and Catterick Garrison military personnel train them in guiding and handling sessions so that general visitors experience the museum through an authentic and relevant voice				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims

<p>Older local people</p> <p>Young people</p> <p>Local military</p> <p>Yorkshire Regiment</p> <p>Green Howards veterans</p>	<p>The pleasure and power of hearing military heritage interpreted by someone who has firsthand knowledge of the subject matter.</p> <p>Increased learning through deeper engagement with the heritage on offer and feeling inspired to find out more.</p> <p>The volunteers will benefit from sharing their heritage, feeling valued and learning new skills.</p> <p>More volunteers will enable services delivery to be extended into the weekend e.g. guided and family history research. It would also mean that the museum would be better able to cope with an increase in research enquiries and deliver activities more frequently.</p>	<p>From 2013</p>	<p>Number of target audiences volunteering and diversity of tasks delivered.</p> <p>Target of a minimum of 3 young people placements per year</p> <p>Number of volunteers with a military connection</p> <p>2013 – 10 new volunteers</p> <p>2014 – 6 new volunteers</p> <p>2015 – 10 new volunteers</p> <p>2016 maintain</p> <p>Increased visitor satisfaction</p>	<p>Collection of data about number and profile of volunteers</p> <p>Web stats to recruitment areas of website</p> <p>Feedback from volunteers and staff</p> <p>Feedback from activities that volunteers have assisted with.</p> <p>Visitor surveys</p>	
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4.3	Build a database of those with specialist interest, relevant to the collections and keep them informed via mailings, presentations and talks about progress at the museum. Invite them to participate in the development of exhibitions and activities				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
Adults – military and non military	Engages those with a specialist interest and ensures that their knowledge is valued and shared with a wider audience. Specialist groups gain new skills in sharing their knowledge	From June 2013 onwards Supported by Director and Museum Assistant	Database created Numbers engaged Displays support military enthusiasts to explore the collection	Statistical data Feedback from participants Visitor surveys	
4.4	Implement a staff and volunteer training programme to meet the needs of the Activity Plan action plan				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
All	Audiences on and off site will feel valued by staff and volunteers and the tasks undertaken by staff to support the actions will be of the highest quality	From 2014	Visitors comment on the quality of the services and activities	Visitor survey	L

	Staff and volunteers will acquire skills to deliver the project and activities.		Staff and volunteers say that they have the skills to deliver the activities and the project	Staff appraisal Volunteer feedback	
4.5	Partnerships				
	Work with cultural partners to open all venues one late night a month during spring/summer each year.				
	Ensure that museum benefits from promotional opportunities provided by tourism organisations				
Audience	Benefits for people	Timetable	Targets and Measures of Success	Methods of Evaluation	Meeting HLF aims
ALL	<p>People who work long hours and/or are busy with family responsibilities and/or who travel a long distance and want to spend longer there will all benefit from visiting hours that fit around their timetable and offer more flexibility and opportunity to experience and enjoy the Museum offer</p> <p>Tourists to the area are aware of Richmond's heritage offer</p>	From 2014	<p>Increased visitor numbers overall</p> <p>A more diverse audience base resulting from the increased flexibility in visiting</p>	<p>Visitor survey</p> <p>Visitor numbers</p> <p>Staff and volunteer feedback</p>	L&P