



**Three Year Forward Plan
Green Howards Museum
January 2013- December 2015**

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1.0 Introduction

1.1 Background

Following the First World War hundreds of items were left at the Regimental Depot and officers were actively collecting objects from the earliest days of the Regiment. In 1922 the Regiment decided to bring all these objects together and establish the Green Howards museum. Initially it's purpose was to preserve the memories of the First World War and to educate new recruits about their Regimental history. However the Trustees of the museum quickly realised that there was significant public interest in the museum and the Green Howards Museum was one of the first Regimental collections to be open to the public. This focus on public accessibility has remained central to the purpose of the museum and in 1973 it was decided to move the museum from its inaccessible location high above Richmond and behind the barrack walls to a new home in the centre of town where it remains to this day.

In 2006 the Green Howards was amalgamated to form the Yorkshire Regiment. In 2010 the Yorkshire Regiment Board of Trustees confirmed that the history of the Yorkshire Regiment would be told not through the establishment of a new museum but through the three existing antecedent Regimental museums; the Prince of Wales's Own Regiment of Yorkshire in York, the Green Howards in Richmond, and the Duke of Wellington's Regiment in Halifax. Each museum was given the responsibility for preserving the history of the battalion most closely associated with them and so today the Green Howards museum also collects and exhibits objects relating to the Yorkshire Regiment.

In 2011 the Green Howards successfully applied for stage 1 funding from the Heritage Lottery Fund (HLF). A decision on a Stage 2 application to the HLF is expected in March 2013. If successful the project will involve the complete reconfiguration of the museum with improved visitor services including a lift and public toilets, the redevelopment of the exhibition galleries and two new posts; an Education Manager and a Community Liaison Officer. Improvements will also be made to the stores with a new archive and object stores. In addition the museum will fund new toilets, lifts, ramped access to the entrance to the museum.

If our application to HLF is successful the capital works will take place between September 2013 and November 2014. During this period the museum will be closed but will continue to provide services to its users.

The delivery of the HLF funded project is central to our plans for the next three years. This plan should be read in conjunction with the key documents developed for our HLF application including our Activity Plan and Business Plan.

1.2 Our Purpose

The purpose of the Green Howards museum is:

- To promote an understanding of the role played by the Green Howards and the Yorkshire Regiment in world events and the personal experiences of members of both Regiments in times of conflict and peace.

- To collect, document, preserve and exhibit material relevant to the Green Howards and the Yorkshire Regiment for the benefit of the general public.
- To be the spiritual home of the Green Howards for ex Green Howards and their families.

1.3 Our Vision

We will be the best County Regimental Museum in the country setting the quality standard for interpretation, audience engagement and access to collections.

1.4 Our Mission

We use our collections to stimulate and inspire so that diverse audiences understand and value the role of the Green Howards and the Yorkshire Regiment in national and world events.

1.5 Our Values

We Inspire	Our objects are connected to incredible personal stories of bravery, friendship and determination and tell us all what we are all capable of achieving. We will commit resources to share the information we hold so that we can inspire and create lasting memories for learners of all ages.
We Enable	We believe that our museum is relevant to a diverse audience. Some people have a natural affinity with our subject matter and some struggle to see its relevance. We think it is important to enable as many people as possible to feel that visiting our museum or using our services such as attending an event, would be a worthwhile and enjoyable experience.
We Remember	Our museum is a memorial to those who served with the Green Howards and the Yorkshire Regiment. We will collect their memories and personal belongings so that we can celebrate their lives. We do this to support remembrance for the Regiment and for the wider community.
We Preserve	We are the guardians of the collective memory of the Green Howards and the Yorkshire Regiment. We will care and manage the Collection we hold so that it is available for future generations to enjoy. We will be constantly mindful of the need to generate

	income so that we can continue to undertake this task.
We Share	We are committed to sharing what we do so that other organisations can benefit from our experiences. We know that by working with other organisations we have the capacity to deliver quality services to more people. We enjoy partnership working because it brings new ideas to the organisation and frees us to think about what we do from different viewpoints.
We Learn	We listen to what our audience say and we adapt our services to meet their needs. We support Trustees, Staff and Volunteers to contribute their skills and knowledge and support their development to match the needs of the organisation.

1.6 Progress Against Previous Plan

Aim 1 - To Act as a focal point for research, interpretation and understanding of the Green Howards Regimental History.

Research – Generic information has been developed which is applicable to most family history enquiries. New folders have been purchased for sending information back to researchers and the research service has been evaluated.

Temporary Exhibitions – We have produced one in-house temporary exhibition per year but have not piloted buying in temporary exhibitions.

Redisplay - Our stage 1 application to the Heritage Lottery Fund for the redevelopment of the museum was approved in March 2011. Our Stage 2 application was submitted in January 2013.

Website – A searchable database providing access to some of our photograph collection went on-line in 2009. Further work needs to be completed including checking data for accuracy before more photographs can be made available on our website. We have received feedback on our website via our guest book but have not developed a method of consulting with our on-line audience.

IT and Coms - We have updated all our hardware and now have backups of all our data. It proved impossible to make changes to the existing telephone system and this will now be addressed as part of our redevelopment plans.

Aim 2 – Provide access to a wide range of lifelong learning opportunities for all.

Formal Education – We continued to provide a service to schools visiting the area and staying at the Outdoor Education Centre in Richmond until it closed in September 2010. We have promoted our school loan box service and it remains popular with a core group of schools.

Older Learners – We worked with the Museum Friends to reintroduce the lecture programme which has proved popular and brought more local people to the museum.

Aim 3 – To develop a wide range of audiences

Consultation – We have consulted widely with our audiences through user questionnaires, non-user surveys and focus groups.

Audience Development Plan – We have developed an activity plan outlining how we will work with target audiences as part of our application to the Heritage Lottery Fund.

Improved Services – The Trustees of the Green Howards Museum have agreed to fund a new lift, toilets and ramped access as part of the redevelopment of the museum. This work is being entirely funded by the museum and is separate from our application to the Heritage Lottery Fund.

Aim 4 – To Acquire Objects as Defined in the Acquisitions and Disposal Policy

We have worked with the Trustees of the Yorkshire Regiment to agree how material acquired since 2006 should be collected and cared for.

We have disposed of gas masks with asbestos filters and we have identified objects that may be disposed of.

Aim 5 – To improve Standards of Collections Care

Stores – We have not instigated any physical improvements to the stores as the stores will move location as part of our HLF redevelopment project. Improvements such as secure cabinets for the firearms and edged weapons collections, new shelving in the archive store have been completed as these improvements can be transferred to the new stores.

Weapons – All weapons have been deactivated and the ammunition has been checked to ensure that it is free from explosives.

Books – The book collection has been catalogued and duplicate items identified for disposal. Improvements to the shelving in the Museum Assistant's office has helped to protect the collection.

Photographs – The digitisation of the 1st Battalion photographs has been completed but the programme has been temporarily halted whilst work was taking place on the redevelopment proposals. Digitisation will begin again once the redevelopment has been completed.

Uniforms – This collection still needs to be audited and duplicate items identified. The condition of the displayed collection will be improved as part of the HLF project.

Archive – A start has been made on cataloguing the archive collection to individual object level but we have identified that we do not have sufficient capacity to complete this task in-house. The cataloguing of this collection as part of an externally funded project is identified in our new forward plan.

Medals – It has proved too costly to purchase new cabinets for the medal collection. In the short term the acidic backing cloths in each cabinet will be replaced. In the longer term funding will need to be identified to replace the cabinets.

Silver – A small number of repairs remain outstanding.

Paintings – An audit of the art collection has been completed and some improvements to the storage of the collection have been implemented.

Objects on Display – All objects on display on the top floor gallery have been audited. Further work is required on the middle and lower floor galleries.

Loan Agreements – New loan agreements are in place for objects that have been placed on loan in the last five years. In many cases it has proved impossible to trace owners who loaned objects between 1960-2000.

Aim 6 – To work towards a financial position where the museum is sustainable without MOD support.

The museum has increased visitor numbers and income over the last three years and the day to day running costs of the museum are now fully covered by income.

We have also recruited more volunteers and have generated new income streams for the museum through group visits and the use of the Normanby Room for groups who wish to have afternoon tea/lunch as part of their visit.

2.0 The Museum Today

2.1 Physical Resources

2.1.1 The Building

The site consists of Holy Trinity Chapel, a link building and tower. Holy Trinity Chapel is leased from Ripon Diocese and the link building and tower from Richmond Town Council. The tower and link building are shared with the Yorkshire Regiment.

Holy Trinity Chapel. The public areas of the museum all occupy the Chapel side of the building. Three floors were inserted into the building as part of the 1973 conversions. The lower ground floor was developed in 2006/7 with HLF funding and includes a retail and reception area with a family history research area and office space for staff and volunteers. The permanent exhibition spaces range over three floors.

Link Building. This building connects the chapel to the tower. In this section of the building are the archive store, the museum office and an office used by the Yorkshire Regiment on the top floor.

Tower. On the ground floor of the tower is the object store. Staff toilets and a kitchen occupy the middle floor and on the top floor is an office shared between the Green Howards Trust and the Yorkshire Regiment.

Issues

The central location of the museum is a great asset but the building presents a number of challenges. There are no dedicated spaces for education and activity workshops. There are no public toilets or lift to assist visitors to access the three storey building and office accommodation is at full capacity.

Other issues arise from our display cases and stores. Display cases do not allow enough control of environmental conditions. The stores are overcrowded and environmental conditions could be improved. They also have pipes running above them increasing the risk of water damage.

These issues will be addressed through a major redevelopment of the museum. The museum has achieved a Stage 1 HLF pass and the Stage 2 application will be considered by the HLF Board in March 2013. If successful work will begin in September 2013 and be completed by 2014.

2.1.2 Collection

The collection is the key resource of the museum and its management and care is fundamental to the operation of the museum. Over 25,000 items have been recorded on Modes to date. Approximately 70% of the collection (excluding archives and photographs) is on display. In 2011 the Trustees agreed to employ a Documentation Assistant on a one year contract to improve

the documentation of objects held in store to meet SPECTRUM minimum standards and to identify objects suitable for disposal. A review of the current scope of the collection, documentation and collection care can be found at appendix A.

Documentation

A manual system of documentation exists for all the collection and a significant proportion of the collection has been transferred to MODES, a museum specific database.

Collection Care

The museum has an on-going programme of preventative conservation and has a budget for conservation assessments and conservation.

Issues

The museum has computer records for the majority of objects held in the museum but the multiplicity of numbering regimes, the use of location data to create a numbering system and the fact that items on loan were given accession numbers has introduced duplicate numbers and errors into the computer catalogue. Our Documentation Plan sets out how we will address these issues and the timescale for resolving these issues. Actions to be taken during the lifetime of this Forward Plan have been included in the action plan at the end of this document.

Collection Care has improved significantly over the last ten years and the development of new stores and displays as part of the HLF project will address many of the issues regarding cramped storage and poor display conditions. In the longer term we will need to maintain the regularity of collection audits by conservators and continue to ensure that we have suitable materials and space to store and care for new acquisitions.

2.2 Human Resources

The museum is managed by a Board of Trustees chaired by Major-General Andrew Farquhar. It has two full time and three part time members of staff. A diagram showing the current structure is shown at appendix B.

Director/Curator (f/t), management of the museum and staff /strategy / policy / day to day operations / collections care / interpretation/

Museum Assistant (f/t), supports researchers / undertakes documentation projects / manages volunteers and student placements.

Commercial Manager (p/t), manages the shop / group bookings / room hire. Manages the

Retail Assistant (p/t), who operates shop / reception area in the Commercial Managers absence.

Cleaner (p/t), housekeeping / care of metalwork and silver.

Volunteers, document / digitise / support the museum to undertake research /develop exhibitions. They help run the shop/ act as guides.

The museum has a tried and tested management structure with an experienced Board of Trustees. The Trustees, who are currently all ex service personnel, have recognised that there is a need to broaden the Trustee body and have recently co-opted a community representative and a museum representative from a large museum service to bring new perspectives to the Board.

For many years the museum was managed by retired Green Howard officers who held the post of Regimental Secretary. The museum now employs a professionally trained Museum Director/Curator. This change has allowed the museum to confidently map its future direction and has ensured that it has had the capacity to successfully implement the 2006-09 HLF funded project and apply for funding for its future plans.

Issues

The expertise of museum staff has developed over the last six years but there are still gaps in knowledge and no capacity to develop new services. Museum staff are experienced in collection care but lack the specialist skills in education and outreach. These issues are a barrier to increasing participation and learning.

These issues will be addressed through our proposed HLF funded project.

2.3 Financial

One of the aims of the Museum is to be independent from other Green Howard funds and to be totally self-supporting. The museums main out-goings are salaries, HMR&C, NI, marketing, collection care, security/insurance and maintenance of the building.

The museum has been fortunate to receive a number of significant donations and bequests. This money has been invested and the income from these investments together with other sources of income; entrance fees, shop sales and research fees ensures that the majority of expenditure can be met from museum funds.

In addition to the museum's own funds it can also call upon funds from the Green Howards Trust. Additional fund raising for particular projects is undertaken by the Friends of the Green Howards Museum.

The MOD also support the museum by paying utility and phone bills, the rent on the tower and the salary of the Museum Assistant and Cleaner.

Through our environmental policy (appendix C) we also aim to support the care of the environment and reduce the operational costs of the organisation.

2.4 Current Offer

2.4.1 Opening times, admission costs and visitor numbers

In 2011 the museum had 10,600 visitors. This has steadily increased since 2009 when 7,300 visitors were recorded. In addition, a further 3,000 people per year use the facilities at the museum and there are almost 265,000 visits to the website to access information about the museum and the Regiment's history.

The museum is open 10 am to 4.30pm Mon to Sat from February to 22nd December. The museum is also open on Sundays from 12.30 to 4.30pm from 1st April to 31st October.

Admission is £3.75 for adults, £3.50 for concessions, £1.50 for young people (aged 13-18) and children under 13 are £1.00.

2.4.2 Informal Learning

Volunteers. The museum has enthusiastic volunteers who are involved with guiding, documentation and interpretation in the museum. They assist with family history research enquiries and select and research objects or archive items for display on the website providing further access to the collection.

Our volunteer programme enables a diverse group of people to engage with our heritage. We offer an induction programme and on-going training ensuring people have the skills to care for and interpret our heritage. One of the programmes that volunteers have been involved with is to provide on line access to collection information. This programme has two benefits as it allows volunteers to share their knowledge and creates a resource for others to learn about the Collection.

Many of our volunteers are retired. In the past they tended to have a connection with the Green Howards Regiment but this is changing and current volunteers are younger, with an equal proportion of men and women, often with an interest in history and see voluntary work as a way of developing new skills and meeting people.

Friends. Our Friends organisation has over 500 members. The Friends host events such as an evening tour of the Tower of London hosted by our Patron Sir Richard Dannatt. They also organise battlefield tours, fundraise for the museum and produce the Green Howards Magazine which has won the British Association of Friends of Museums award on three occasions.

Lecture Programme. The Friends organise our annual programme of lectures which this year has included; *On the Frontline with the Green Howards*, - a series of films for BBC Newsnight by BBC producer Jonathan Bell, *Toy Soldiers, - Their History & How They Are Produced* by Mike Neville, *Director, King & Country UK* and "The North East War Memorials Project" by Janet Brown, *Chair of the North East War Memorials Project*.

Groups. We offer groups guided tours and object handling sessions. Our group offer is popular with youth groups, Cubs, Scouts, special interest groups such as the POW Escape Group and the Western Front Association. WI and other ladies groups as well as the Rotary and Probus also enjoy our group offer. Military personnel, Army Cadets, soldiers in training, members of our

own Regiment and groups from British Legion also bring groups to the museum. The Director/Curator regularly provides talks to local history groups, clubs and societies.

Research. Over the last ten years there has been a steady increase in our family history research service. Researchers can either use our research area at the museum or ask staff to complete a piece of research for them.

Website/Social Media. We have a very active website which is used to keep interested individuals updated on what is happening at the museum. The website is primarily targeted at 55+ age group many of which will have some connection to the Regiment. We use twitter and facebook primarily for +20 age group.

Families. We have a children's trail to help family groups explore the museum and an area where families can try on uniforms but we do not have a specific programme for family groups.

Partnership Working. The museum is committed to working in partnership as it is a way of sharing resources and skills and delivering services to more people. In the last three years the museum has worked successfully with North Yorkshire Library Service, Adult Education and North Yorkshire Records Office on the 'Behind the Wire' project which explored children's experiences of army life. The museum is currently working with the same partners and the Catterick Garrison History Group on a project called 'Garrison Voices' which is co-ordinating research activities to publish a book and create a touring exhibition to mark the 100th anniversary of Catterick Garrison in 2013.

2.4.3 Formal Learning

The museum's main provision for schools is through school loan boxes which are loaned out to schools on a ½ term basis. These boxes contain a range of mainly original artefacts with curriculum notes and lesson plans. The primary school WWII box tends to be fully booked by schools with the same schools booking them repeatedly. There is currently less demand for the WWI box targeted at secondary schools. Our education researchers described the boxes in their report as, '*a high quality educational resource due to the range of interesting original artefacts in them.*'

The Museum currently has few school visits. There is no curriculum focused offer for schools but the museum does support school visits when a request is made. Previously the majority of school visits came via the Earls Orchard outdoor education centre whereby schools from Durham visiting the area would come to the Museum for a fun non-curricular workshop. This centre is now closed resulting in a dramatic reduction in school visits to the Museum.

The education service is currently delivered by the Museum Director with some input from volunteers.

Issues

The museum does not have the specialist staff to deliver a curriculum focused education programme or the capacity to deliver a whole day of activity which would make travelling to the museum's rural location worthwhile. To address these issues the museum has formed an Education Partnership with two other heritage attractions in the town. If our HLF application is

successful the partnership will employ an Education Manager to work at all three sites to develop whole day activities which our research indicates will be attractive to schools.

3.0 Our Audience

3.1 Consultation

To understand our current audience we conduct annual questionnaires with our visitors and every three years we collect postcode data to determine how far our visitors have travelled to visit the museum. We also encourage feedback from our visitors in through our visitor book.

To understand the needs of our non-users we have undertaken 12 focus groups and conducted surveys in the town square and local supermarkets. To help us understand what teachers might wish us to deliver we have attended teacher cluster groups and held two focus groups with local teachers.

3.2 Current Audience

Visitor surveys and focus groups together with the combined experience of museum staff and volunteers have helped to identify the type of people who currently visit the museum. The group is diverse and can be described as a mixture of tourists and local people, people who visit as individuals, as couples and with their children and grandchildren. Some of them have links with the Green Howards. Some call in because they are passing; others have an interest in history, military history or an ancestor who served with the regiment. Approximately a third of our visitors have visited the museum before.

Our age profile is biased towards older visitors with 52% of our visitors over the age of 60. 65% of our visitors are male and 99.2% of our visitors describe themselves as White.

Our audience profile was summarised by *Audiences Yorkshire* using postcode data as:

"...household income is in the region of £30k-£40k or £20k-£30k. They tend to work as forces/nurse/teacher or retired, with few children at home. Their home would have been built 1961 to 1975 and is semi-detached or a bungalow. The preferred supermarket for food shopping is Tesco or Morrisons where they're likely to spend £75-£100 per week. They are likely to have a non-BT phone and spend approximately £75-£99 per quarter. Their mobile phones tend to be pre-pay and they spend less than £15 per month. Their interests tend to be around playing golf and hiking / walking. Whilst the charities that benefit from these customers are elderly and wildlife. They like to holiday in Australia, New Zealand and Europe. Cruise or Motoring are the preferred types of holiday. The Express or The Mail are the favoured daily newspapers. Whilst on Sunday, the preferred reads are The Express or The Mail on Sunday."

Our Key Customers include:

- Settled Suburbia - Older people who feel secure about their future
- Wealthy Executives – Consumers with the money and the space to enjoy very comfortable lifestyles
- Affluent Greys – Older, affluent people who have the money and the time to enjoy life
- Flourishing Families – High Income People, successfully juggling jobs and families

Niche Customers include:

- Starting out – Young singles, students, young couples and families.
- Prudent Pensioners – comfortably off retired people. Many of which are +75 but who remain active and engaged with voluntary and charity work.

Geographic Spread

The majority of our visitors come from the North East of England and North Yorkshire with other areas of Yorkshire and the North West of secondary importance. The remainder of our visitors are visiting on holiday and come from all over the country and abroad (see appendix 4).

3.3 Target Audiences

Local Audiences

Local People. This group are the most underrepresented in our audience profile and also represent a significant audience for our museum. There is also a need to generate greater understanding between the civilian and military communities and the museum is ideally placed to bring these communities together.

We will concentrate our efforts on local people across the age ranges living in Richmond central and the Garrison communities. Due to travel distances and access to transport issues we anticipate that we will do less work with communities living in North and West Richmondshire.

Families. Our research indicates that nearly a third of local households have dependent children. Developing a local family audience will be a major part of our strategy to grow our local audience. Our approach to developing a sustainable military family audience is influenced by the current transitory nature of this group. Our approach will be to deliver activities through organisations that have remit to work with military families so that these organisations become advocates for the museum. In this way the message will constantly be relayed to new families moving to the Garrison that the museum offers a worthwhile and enjoyable experience.

Young People (14-18yrs). This group represents one of the most difficult age groups for museums to engage with. To deliver a successful activity plan priorities need to be set. For this reason our work with young people will be through formal education, work experience and volunteer opportunities. We will develop projects with young people but these will be inter generational ensuring that the needs of a number of target audiences can be addressed with one project.

Older People. Our volunteer programme and lecture series indicate that we have the capability to attract older local people. We now understand the barriers that prevent this group engaging with the museum and are confident that we can develop a programme of activities that will be attractive to local older people.

We anticipate that to deliver our activity plan we will need more volunteers and that most of these volunteers are likely to come from this group. It is therefore vital that this group is a target audience for the project.

Schools. The education partnership does not have an established schools market and it is recognised that building a new schools market will take time and requires intensive investment in relationship building.

The main audience for the project is likely to be local schools with a 15 mile radius of Richmond and in particular schools within walking distance of the venues. Schools are interested in resources which are relevant to their students' lives and most schools undertake a local study. The 'localness' of the three Cultural partner's resources is therefore likely to be a selling point to local schools. There is a potential market of 87 primary and 16 secondary schools within a 15 mile radius of the museum.

The project also has the potential to attract schools with a high number of students from military service families. Local schools in Catterick Garrison clearly fulfil this criterion but Non-local schools from Boroughbridge, Filey, Easingwold, Norton, Bedale and Harrogate have expressed a strong interest in the project because of their military connections.

Military

Serving Military Personnel. We have identified that serving soldiers who do not have a personnel connection to the Green Howards or the Yorkshire Regiment struggle to see the relevance of the museum. Our work with this group will primarily focus on promoting the museum as a place where they can explore their interest in current campaigns and military history. Subject to time and resources we will work with partners to explore how we can support soldiers to improve their basic skills in English and maths as once soldiers begin to permanently settle in the area this will be an effective way of encouraging them to visit the museum and return with their families.

Yorkshire Regiment. During the life time of this project the Yorkshire Regiment will be in Cyprus and at a barracks in the South of the country. Yorkshire Regiment reserves, cadets and soldiers in training will be easier to work with as they will be geographically closer to the museum. It is likely that we will do more work with this group but the museum will need to find ways to work with regular soldiers and their dependents. It is vital that the museum develops a relationship with all the Yorkshire Regiment as they will be a key component in the future audience of the museum.

Building a relationship with the Yorkshire Regiment is important for our museum and for the two other antecedent Regimental museums at York and Halifax. For this reason we will work with our sister museums to co-ordinate activities for this audience so that collectively we help them to understand and enjoy their heritage. By working in partnership we will build a current and future audience for each museum.

Special Interest Groups. The Ex-Green Howards community and descendents of Green Howards are a key special interest group for the museum. In working with descendents of Green Howards we will focus on supporting World War I descendents who will be an important target audience during the anniversary events in 2014 and the following years leading up to the anniversary of the Armistice. Military enthusiasts and re-enactment groups are a subsidiary target group. It will

be important to identify ways in which this group can collaborate with the museum as their active participation will enrich our activity programme.

Tourists

The majority of people within the special interest target group are also tourists and fall into our target category of 'military tourist'. We anticipate that many more people will be inspired to visit military museums during the anniversary years of World War I.

Day and overnight visitors in family groups and older couples also represent a significant audience for the museum. Day visitors are particularly important to the museum as the majority of our repeat visitors come from this group. Many of the activities that we develop for local people will also be relevant to this group but we will also pay particular attention to maintaining and expanding our repeat visitors.

4.0 The External Environment

4.1 Political

Commemoration of the First World War

The government recently announced its support for activities to mark the centenary of the First World War. National commemorative events to mark the anniversary of the start of the First World War in 2014, the first day of the Battle of the Somme (2016) and Armistice Day (2018) will ensure that commemorative events will occur over a four year period and that public awareness is maintained throughout this time.

£5.3 million has also been made available to allow two student ambassadors, plus a teacher, from each maintained school in England to visit First World War battlefields and undertake research on local people to their school who fought in the War.

In addition at least £15m from the Heritage Lottery Fund, including a new £6m community projects fund will enable young people, working in their communities to conserve, explore and share local heritage of the First World War.

The museum is well placed to benefit from an increase in interest in the First World War. The museum has been involved in discussions regarding a regional marketing campaign and a coordinated events programme. The museum will lend objects to the Yorkshire Country House Partnership members raising the profile of the museum amongst new audiences prior to the museum reopening.

The museum will reopen in time to mark the 100th anniversary of the First World War and will create temporary exhibitions to mark significant events between 2014 and 2018. It will also be able to support schools taking part in the government funded project and be able to support community groups who wish to explore their local connections to the First World War.

Changes to the Armed Forces

The Strategic Defence and Security Review 2212 (SDSR) committed the Army to a new employment model which will see families permanently located in Garrison towns, rather than moving every two years. These changes will not come into effect during the lifetime of the project but will mean that in the longer term the museum will be able to develop a relationship with up to 25,000 service personnel and their families living in Catterick Garrison.

The size of the Armed Forces is set to decrease as a result of SDSR but this decrease will be matched by an increase in the size of the Territorial Forces. This will mean that there will be an increase in the number of the local population that have a direct connection to the museum through being Yorkshire Regiment reservists.

Consequently while these changes will dramatically alter the structure and makeup of the Armed Forces they should be beneficial to the museum.

National Curriculum

On 20 January 2011 the Secretary of State for Education announced a review of the National Curriculum in England. The findings of the review will not be implemented until 2014. To ensure that the museum is best placed to support schools post 2014 we will work with our teacher's panel to make sure that our workshops support the new curriculum. We have also worked with our exhibition designers to ensure that our displays are flexible and can be adapted to meet the changing requirements of schools.

4.2 Economic

Double Dip/Triple Dip Recession

The economic picture for the UK remains uncertain with some forecasters predicting a triple dip recession and the Office for Budget Responsibility indicating that the country will not get back to its long-term potential growth rate until 2016. Many people are feeling financially squeezed with wages not keeping up with inflation and in general people's disposable income has decreased.

To date the museum has been able to weather the storm of the downturn in the economy due to changes in how people choose to spend their leisure time. According to research conducted by Visit England more people are choosing to holiday in the UK than abroad giving rise to the new phenomenon of the 'Staycation.' Increasingly shorter trips, the 'daycation' are also becoming popular with more people taking a day break rather than an overnight trip.¹

4.3 Social

Demographics

In 2010 life expectancy in the UK reached its highest level on record. In terms of increases in the number and proportion of older people in the UK population, the percentage of persons aged 65 and over increased from 15 per cent in 1985 to 17 per cent in 2010, an increase of 1.7 million people. By 2035 it is projected that those aged 65 and over will account for 23 per cent of the total population.²

Whilst many individuals are reaching ages in excess of 80 the museum is more likely to attract the more active members of this mature market between the ages of +55 – 70. Within this more active group their experiences of life are very diverse. Only those born between 1916 and 1945 have experienced a World War while those born between 1946-1965 have some exposure to the World Wars through parents and grandparents. In developing our interpretation we have been mindful of the fact that people now need more information about the World Wars. We are also placing an increasing emphasis on more recent conflicts as a way of introducing visitors to military heritage.

Decline in number of ex-servicemen

¹ Yorkshire and the Humber Regional Visitor Survey 2010/11

² <http://www.ons.gov.uk/ons/rel/mortality-ageing/focus-on-older-people/population-ageing-in-the-united-kingdom-and-europe/rpt-age-uk-eu.html#tab-Ageing-in-the-UK>

The total size of the ex-service community (including spouses, children and veterans) is forecast to decrease from around 9.1 million people in 2010 to 7.3 million people in 2020.³

Both the decline in the number of ex service personnel and an increase in the number of older visitors who have no direct connection to the Second World War is a potential challenge for the museum as both these audience groups are important markets for the museum. These changes in demographics may in the long term be offset by a general interest in the work of the armed forces.

Interest and support for armed forces

Armed Forces Day was first celebrated in 2006. The day was developed to raise public awareness of the contribution made to our country by those who serve and have served in the Armed Forces. The day has also developed as into an opportunity for the public to show their support for the service community: from currently serving troops to service families and from veterans to cadets. The development of Armed Forces Day, together with a record numbers of poppies sold by the British Legion and the millions raised for service charities is indicative of widespread public support and interest in the work of the Armed Forces.

This interest in the Armed Forces has been easy to sustain whilst there is considerable media interest in the war in Afghanistan but may be harder to maintain once troops withdraw back to barracks in the UK. In the short term the publicity associated with First World War commemorative events should offset a reduction in media stories about overseas campaigns. In the mid and longer term the museum will need to work in partnership with military museums and military organisations to ensure that the public remain aware and supportive of the work of our servicemen and women.

³ Ministry of Defence, Strategic Defence and Security Review, 2010

5.0 Aims and Objectives

Aims	Objectives
<p>1. Provide a stimulating and engaging visitor experience that creates a connection between the public and the Army.</p>	<p>1.1 Redevelop the museum’s displays to create a vibrant, interactive experience that links the modern army to the history of the Green Howards and the Yorkshire Regiment.</p> <p>1.2 Ensure that all new displays are created with users and stakeholder consultation and participation.</p> <p>1.3 Improve website so that we ensure that it meets the needs of visitors and promotes museum effectively</p>
<p>2. Increase and diversify our audience and engage with our local, military and regimental communities</p>	<p>2.1 Diversify and customise programmes and activities to attract new audiences</p> <p>2.2 Involve our users ensuring that they feel able to participate, give their views and influence our work.</p> <p>2.3 Support our volunteers and broaden their base to involve a diverse range of people as possible.</p> <p>2.4 Lead in developing closer ties and understanding between Catterick Garrison and the local population.</p> <p>2.5 Promote the museum and services to target audiences.</p>
<p>3. To create inspirational activities and programmes that support learning at all stages of life.</p>	<p>3.1 Develop curriculum based activities and outreach service that establishes the museum as a provider of high quality school programmes.</p> <p>3.2 Develop a family learning programme in the museum and as an outreach activity.</p> <p>3.3 Continue to improve and promote informal learning opportunities</p> <p>3.4 Promote and develop activities for service personnel</p>
<p>4. Develop and enhance the collections so that they are available for future generations to use and enjoy</p>	<p>4.1 Acquire new objects in line with our collecting policy</p> <p>4.2 Be a resource for family historians and academic research</p> <p>4.3 Continue to improve the quality of our collection care</p> <p>4.4 Create focused documentation and digitisation projects based on the requirements of our</p>

	<p>users</p> <p>4.5 Use IT (website, gallery interactive) to give access to collections information</p>
<p>5 Develop financial and organisational capacity to grow the museum and its activities.</p>	<p>5.1. Increase income generated from admissions, retail activity, donations and fees.</p> <p>5.2 Widen range of funding sources and partners including sponsorship by local businesses and suppliers to the Armed Forces.</p> <p>5.3 Exploit full potential of existing assets including property and collections to generate income.</p> <p>5.4 Seek partnerships to provide additional capacity and deliver quality services.</p> <p>5.5 Develop staff, volunteers and Trustees to enable them to achieve aims and objectives.</p>

6.0 Evaluating Our Performance

The museum is committed to continually monitoring, evaluating and improving its performance. Collating evidence about our users' opinions is a vital part of our work and ensures that we provide the quality of service our users and stakeholders expect from us. Data collected from evaluation also helps us to gain support for the Museum, in particular for education and learning and collections based activities. We will strive to capture, store and use data from feedback forms, consultation processes, user surveys, and narrative feedback from users, stakeholders and staff.

At the end of our 3 Year Action Plan what will success look like?

- We will have redeveloped the museum's displays and services in collaboration with our target audience and have proved that they meet their needs.
- We will have increased the number of visitors to the museum from just over 10,000 to 18,000 by 2016.
- We will have employed an Education Manager and a Community Liaison Worker to work with our target audiences
- We will have continued to care for and develop the ways we provide access to the collection
- We will have generated income from a broader range of activities ensuring that the museum is sustainable.

7.0 Review

Progress against our action plan will be reviewed each quarter at the meeting of the Museum Executive Committee. The entire action plan will be updated in January 2016.

Signed

Date

Chairman

2013-2015 Action Plan

Aim 1	Provide a stimulating and engaging visitor experience that creates a connection between the public and the Army					
objective	Key Activities	Date for Completion	Budget	Staff	Outcome What Do We Get from the activity?	Evaluation How can we measure whether we have achieved what we wanted
1.1	Redevelop the museum's displays to create a vibrant, interactive experience that links the modern army to the history of the Green Howards and the Yorkshire Regiment.	Nov 2014	800k Plus HLF funding £2k per annum for temporary exhibitions	Museum Director	Redeveloped exhibition galleries which meet the needs of different learning styles Displays which protect the collection Visitor services that meets needs of visitors	Funding secured Displays redeveloped Building reconfigured
1.2	Ensure that all new displays are created with users and stakeholder consultation and participation.	Nov 2014	HLF funding	Community Liaison Officer Museum Director	Community Panel and Teacher Panels developed Military enthusiasts and ex Green Howards engaged with development of displays	Feedback from participants
1.3	Improve website so that we ensure that it meets the needs of visitors and promotes museum effectively	On -going	2013- 2k plus funding from AIM	Museum Director	Improved website that matches needs of audience	Number of pages visited Funding secured for development Annual Online questionnaire

Aim 2	Increase and diversify our audience and engage with our local, military and regimental communities					
objective	Key Activities	Date for Completion	Budget	Staff	Outcome What Do We Get from the activity?	Evaluation How can we measure whether we have achieved what we wanted
2.1	Diversify and customise programmes and activities to attract new audiences	May 2016	HLF funding	Community Liaison Officer	Develop target audiences Deliver activities to meet needs of target audiences	Feedback from users Number and type of visitors
2.2	Involve our users ensuring that they feel able to participate, give their views and influence our work.	on-going	HLF funding	Director/Curator Community Liaison Officer	Community Panel	Establishment of community panel Feedback from panel members
2.3	Support our volunteers and broaden their base to involve a diverse range of people as possible	on-going	HLF funding	Community Liaison Officer Education Officer Museum Assistant	More volunteers of different ages and background Volunteers have skills to deliver tasks	Number of volunteers Number of volunteer hours Feedback from volunteers
2.4	Lead in developing closer ties and understanding between Catterick Garrison and the local population	May 2016	HLF funding	Community Liaison Officer	More families from Catterick Garrison visit More soldiers from Catterick Garrison visit Town and Garrison come together to deliver projects at museum	Postcode data Projects delivered

2.5	Promote museum and services to target audiences	On-going	2013 – 7k 2014 – 10k 2015 – 7k	Director/Curator	Marketing effectively targets key audiences Growth in target audiences visiting museums	Visitor data
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Aim 3	To create inspirational activities and programmes that support learning at all stages of life.					
objective	Key Activities	Date for Completion	Budget	Staff	Outcome What Do We Get from the activity?	Evaluation How can we measure whether we have achieved what we wanted
3.1	Develop curriculum based activities and outreach service that establishes the museum as a provider of high quality school programmes.	May 2016	HLF funding	Education Manager	Education Partnership sustainable Curriculum based workshops developed and delivered New service and income stream developed New volunteers help deliver programme	Number of schools participating Feedback from schools and pupils
3.2	Develop a family learning programme in the museum and as an outreach activity.	May 2016	HLF funding	Community Liaison Worker	Family activity programme developed U5s activities developed New volunteers help deliver programme	Numbers participating Feedback from participants
3.3	Continue to improve and promote informal learning opportunities	Ongoing	HLF funding	Community Liaison Worker	Friends Lecture Programme continues Projects and activities to engage older learners developed	Numbers participating Feedback from participants
3.4	Promote and develop activities for service personnel	ongoing	HLF funding	Education Manager	Service Personnel understand what the museum has to offer and become regular visitors/volunteers	Numbers participating Feedback from participants

Aim 4	Develop and enhance the collections so that they are available for future generations to use and enjoy.					
objective	Key Activities	Date for Completion	Budget	Staff	Outcome What Do We Get from the activity?	Evaluation How can we measure whether we have achieved what we wanted
4.1	Acquire new objects in line with our collecting policy	On-gong	-	Director/Curator Museum Assistant	The museum only collects objects that enhance the collection The museum actively collects objects where it knows it has gaps in the collection Collection and Disposal policy reviewed regularly	Number of objects acquired Policy documents reviewed Gaps in collection resolved
4.2	Be a resource for family historians and academic research	On-going	-	Museum Assistant	Data available meets the needs of users Website and family history resource room offer appropriate support to researchers Increased awareness of scope of collection	Feedback from users Number of independent researchers supported Number of research requests completed Number of research requests completed in 6 week time limit
4.3	Continue to improve the quality of our collection care	2014 – displays and stores improved 2015 – new marking procedures	2013 - £2,632 2014 – 1,500 2015 - £6,000	Museum Assistant	All newly acquired material is stored appropriately Condition of stored collection continuously improved through good housekeeping and pest management	Continue to assess collection against benchmarks in collection care

4.4	Create focused documentation and digitisation projects based on the requirements of our users and as outlined in our Documentation improvement plan	<p>March 2013 – complete documentation of items in object store</p> <p>August 2013 – complete documentation of displayed material</p> <p>2014-2016 archive and photograph material relating to WWI</p>	Digitisation projects dependent on external funding	<p>Documentation Assistant</p> <p>Museum Assistant</p>	<p>Information held on objects allows database to be searched effectively.</p> <p>Data held supports redevelopment of museum</p> <p>Data held supports interest in WWI</p>	<p>Number of records improved</p> <p>Feedback from users</p>
4.5	Use IT (website, gallery interactive) to give access to collections information	On-going	Dependent on external funding	Director/Curator	<p>Raises awareness of scope of collection</p> <p>Increases</p>	<p>User feedback</p> <p>Number of objects accessible through IT initiatives</p>

Aim 5	Develop financial and organisational capacity to grow the museum and its activities					
objective	Key Activities	Date for Completion	Budget	Staff	Outcome What Do We Get from the activity?	Evaluation How can we measure whether we have achieved what we wanted
5.1	Increase income generated from admissions, retail activity, donations and fees	on going	Aim sustainability funding to develop on-line shop	Director/Curator	Income levels support museum to deliver better services and care for collection	% increase yr on yr
5.2	Widen range of funding sources and partners including sponsorship by local businesses and suppliers to the Armed Forces.	On-going	-	Director/Curator	To enable the museum to achieve more without recourse to its own resources	2013 – target 170k 2014 – target 2k 2015 – target 2k
5.3	Exploit full potential of existing assets including property and collections to generate income	On-going	Funding from Museum Development Fund	Director/Curator	To enable the museum to achieve more without recourse to its own resources	Intellectual Property Rights resolved Income generated
5.4	Seek partnerships to provide additional capacity and deliver quality services.	On-going	-	Director/Curator	To enable the museum to deliver services efficiently and ensure that they are sustainable	Number of partnerships developed.
5.5	Develop staff, volunteers and Trustees to enable them to achieve aims and objectives	Annual training programme	HLF funding	Director/Curator	Staff and volunteers have the skills to deliver the action plan	Number of training sessions delivered

9.0 Budget

	2013 (closed from 1st Sep)	2014 (closed until Nov 2014)	2015 (first full yr of operation)
Earned Income			
admissions	17,763.50	4,300.00	43,386.25
Research/Facility Fees etc	1,204.00	1,349.00	1,988.00
Net Shop Sales	18,869.14	13,549.40	24,192.00
Investment Income	43,000.00	29,600.00	30,784.00
Activities			
museum/hlf	1,365.00	3,175.00	10,465.00
Unearned Income			
Cash in bank	50,000.00	425,329.64	140,989.71
Green Howards Trust Grant (salaries includes GHA admin assist)	63,000.00	63,000.00	64,967.00
VAT reclaim on normal activities	3,786.00	-	3,681.00
HLF Project			
HLF grant	526,284.00	350,856.00	-
GH grant	0	125,000.00	-
GH Museum Trust grant	-	427,018.21	-
Friends	22,000.00	78,000.00	-
TA	49,000.00	25,000.00	-
Partner Contributions	488.83	977.66	977.66
Other Funders	62,500.00	9,273.00	-
VAT reclaimed on HLF project	2,315.28	46,439.80	1,273.69
VAT reclaimed on museum project	2,152.81	43,134.10	1,180.52
Total Income	863,728.56	1,646,001.81	323,884.83

Expenditure

	2013	2014	2015
Direct Costs			
wages including NI and pension (includes GHA admin assist)	81,357.67	80,235.74	90,765.00
Documentation Assistant	-	-	-
Travel & Subsistence	1,530.00	1,560.00	1,591.20
Training/volunteer support	2,167.64	2,167.64	2,210.88
Marketing	7,000.00	10,140.00	7,140.00
Net Retail	13,638.43	12,206.00	
Collection Care/temp exhibitions	4,632.00	3,500.00	2,000.00

Property Costs			
utilities	300.00	360.00	100.00
cleaning	744.00	-	4,634.50
maintenance day to day	500.00	-	1,960.00
10 year maintenance plan	0	-	7,069.00
10 year maintenance contingency	0	-	5,000.00
security	5,296.84	5,560.00	5407.00
insurance	7,454.00	7,827.00	7,983.00
Overheads			
administration	3,996.62	4,134.00	4,218.00
audit	1,632.00	1,644.00	1,697.00
book keeping	1,800.00	2,160.00	1,872.00
VAT accountancy	1,440.00	1,920.00	1,440.00
Bank Charges & Interest	518.82	518.82	540.00
VAT	95,527.00	9,893.00	11,390.00
Museum Capital Project			
construction (net)	58,819.00	276,837	8,483.00
fees (net)	24,453.00	15,589.00	1,211.00
interpretation fee	499.96	499.96	-
interpretation construction	0	6,360.00	-
contingency	3,549.00	32,820.00	1,038.00
VAT (55% of this can be reclaimed)	17,359.20	64,980.60	2,146.00
VAT at full rate	104.99	1,440.59	-
HLF Capital Project			
construction (net)	61,708.00	298,203.00	9,135.00
architect fees (net)	26,328.00	16,786.00	1,301.00
interpretation construction (net)	2,700.00	347,159.80	-
interpretation fees (net)	20,700.00	15,385.00	-
contingency	7,922.29	51,578.20	1,143.00
inflation	3,312.00	14,454.00	-
VAT (55% can be reclaimed)	18,685.00	69,960.60	2,315.80
VAT at full rate	5,186.66	75,861.75	-
Other			
offsite storage/staff accommodation	6,500.00	6,500.00	-
contingency	1,300.00	1,300.00	-
VAT	1,560.00	1,560.00	-
Activity Costs			
staff costs	23,479.00	40,719.55	41,533.31
activity plan costs	6,291.00	20,256.85	17,870.70
contingency	200.00	400.00	400.00
VAT	1,007.00	2,014.00	2,014.00
Other Project Costs			
recruitment	1,500.00	-	-

evaluation	1,250.00	500.00	1,250.00
contingency	-	-	1,000.00
VAT	300.00	-	-
TOTAL	438,398.92	1,505,012.10	262,373.99

Appendix A – Collection Review

Collection Type	Scope	Documentation	Collection Care
Uniforms	<p>The uniform collection numbers 1670 pieces and is one of the most complete Regimental Collections in the country. It includes items dating from 1795 to the present day. The Collection also includes uniforms from local militia which over time became linked to the County Regiment. Approximately 15% of the uniform collection is on display with the rest in store.</p>	<p>Over 1600 items of uniform have been recorded on Modes dating from 1795 up to the present day. The documentation for uniforms stored in boxes has been improved and locations updated. The documentation of the uniform collection on hangers needs to be improved from a basic record to a more detailed record with measurements and associated information recorded.</p>	<p>Between 2000 and 2007 the uniforms on display have been conserved. Some have been placed on museum quality mannequins but more mannequins need to be purchased. The proposed redevelopment of the exhibition galleries will improve the display conditions, and enable the collection to be rotated on a regular basis.</p> <p>In the stores the uniforms on hangers have had covers made for them and there is an on-going programme to create padded hangers.</p>
Medals	<p>The collection includes over 5,000 medals and includes medal groups from the Crimean War, the Boer War, WW1 and WW2 and more recent campaigns. There are 18 Victoria Crosses and 3 George Crosses. About 75% of this collection is on display in the medal room with newer acquisitions stored in the drawers below the medal cabinets which are not</p>	<p>The entire medal collection is recorded on Modes and has recently been audited.</p>	<p>In 2010 a metal conservator reviewed the care of this collection. They recommended that the collection be remounted on a conservation grade backing and in that in the longer term the wooden display cabinets should be replaced with inert materials as a mixture of unsuitable materials was currently causing the medals to quickly tarnish increasing the need to clean.</p>

Appendix A – Collection Review

Collection Type	Scope	Documentation	Collection Care
	accessible to the public.		
Silver	The museum’s silver collection numbers just over 700 objects. The majority of the collection is displayed in the museum with a small percentage on loan to the Yorkshire Regiment.	This collection is fully documented on Modes. Records need to be improved with more information about the people associated with the item.	This collection was also reviewed by the metal conservator in 2010 and changes to the cleaning regime implemented in order to reduce the frequency of cleaning. Some minor repairs to the collection are required and funding will need to be identified to carry out this work in the medium term
Firearms	The museum has 96 firearms dating from 1688 to the present day. Approximately 40% of the firearms are on display	The collection is fully documented on Modes.	The stored collection is held in secure gun cabinets in the Object store. All firearms have deactivation certificates and all our ammunition has been checked for explosives. We are currently awaiting our free from explosives certificate from the MOD.
Edged Weapons	The collection numbers over 200 items. Approximately 40% of the edged weapons are on display.	All the collection has been recorded on Modes.	The collection is in good condition with the majority of objects held in secure storage. The sword collection does not fit into secure cabinets and new secure cabinets will need to be purchased for these weapons
Archive	The collection approximately numbers 10,000 individual items dating from the earliest days of the Regiment to 2006. A very small percentage of the collection is on display	The collection is recorded at a group level with 3,600 records on Modes, only a very small percentage of the collection has individual records. Work is ongoing to improve the documentation of this collection with volunteers and staff engaged in transcribing key documents	The collection is stored in a mixture of folders, some of which are of conservation quality and some of which are highly acidic. Over the years there have been different policies regarding the storage of archive material and amongst the paper archive are photographs and objects. A programme to

Appendix A – Collection Review

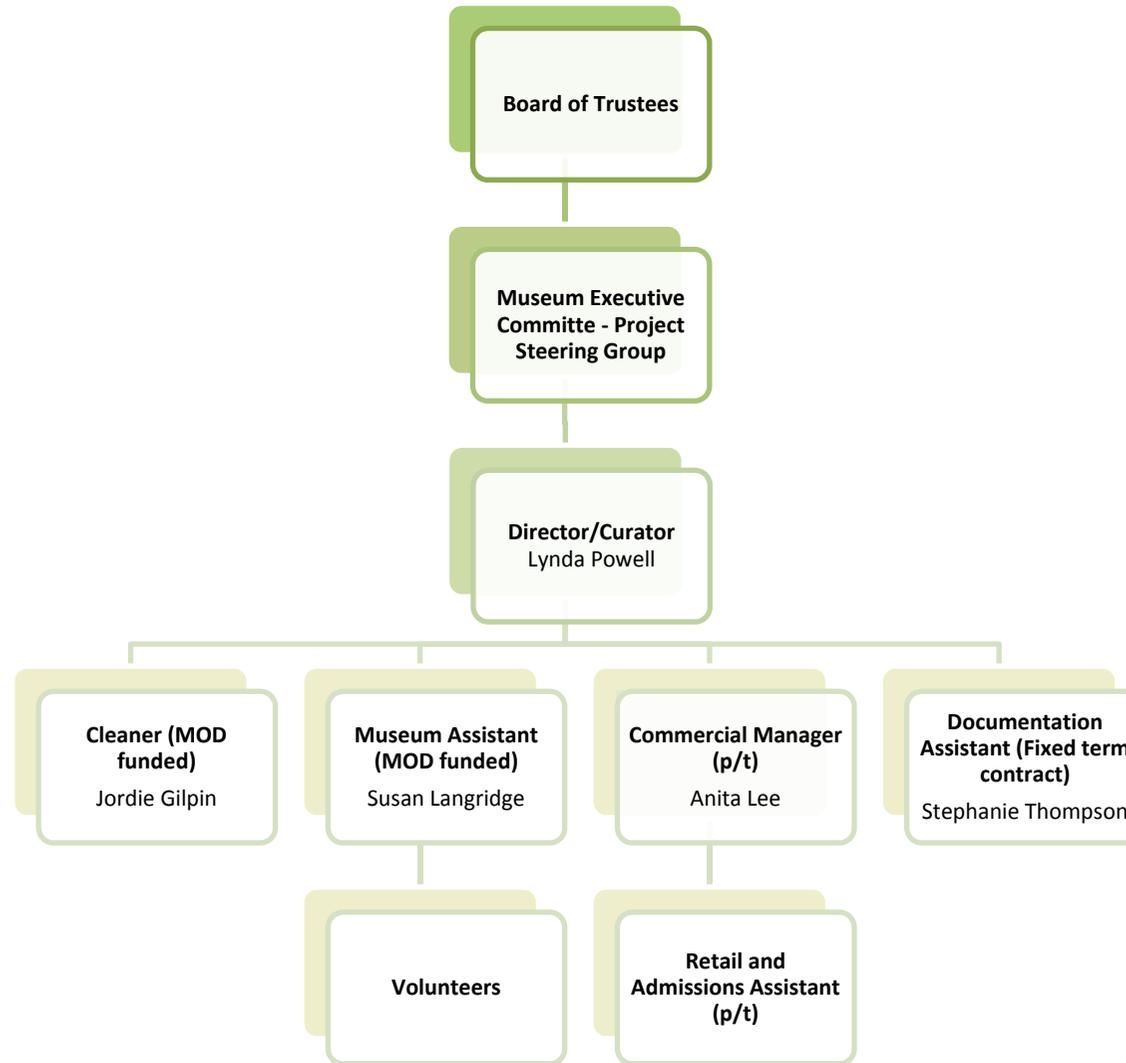
Collection Type	Scope	Documentation	Collection Care
		and documenting individual items.	remove photographs stored amongst the paper archive is on-going with approximately a third of the archive folders checked and photographs removed, catalogued and re-housed. In the medium term a programme of re-housing the archive collection in acid free folders and a conservation plan needs to be developed and implemented.
Photographs	The collection totals approximately 20,000 items. The earliest items date from the Crimean War and the most recent are from 2006	There are over 13300 photographs recorded on Modes. Approximately 5,000 photographs have been digitised and a selection of photographs are available on our website. The work to catalogue and digitise this collection is ongoing	Since 2007 storage conditions have been improved with the majority of photographs now stored in conservation quality materials. The photograph collection was surveyed by a photograph conservator in 2006 and a new survey will need to be undertaken in the next three years
Books	The museum has a considerable library of over 13000 books which are invaluable for research	The book collection is fully documented on Modes.	Storage improvements have been implemented for books held in the family history and Museum Assistant' offices. Further improvements to the storage of books held in the archive store will be made as part of our proposed HLF funded project
Art	There are around 700 paintings and prints in the collection. Approximately 15% of the collection is on display and approximately 30% is on loan to the 2 nd Battalion Yorkshire	The collection is fully catalogued on Modes and an audit of the collection was completed in 2011.	There is insufficient space to store this collection correctly. Where possible prints and drawings have been unframed and stored in archive boxes but approximately fifty prints and drawings remain stacked on the floor of the store. Improvements to the

Appendix A – Collection Review

Collection Type	Scope	Documentation	Collection Care
	Regiment (Green Howards).		stores as part of the proposed HLF project should address these issues
Furniture	The museum owns approximately fifty pieces of furniture. The majority date from the 1930s and 1940s and were made by Robert Thompson.	This collection is fully documented and photographed	This collection is in good condition and requires no further attention
Personal Objects	A number of objects on display and in store are of a more personal nature, for example: souvenirs brought back from campaigns; embroideries and carvings made by soldiers; jewellery and ornaments decorated with the Green Howards cap badge.	There are over 1100 objects recorded on Modes in this collection. Approximately 20% of these objects are on display. Around 25% of the objects in this collection have had their records updated on Modes	This collection is in good condition and requires little further attention

Appendix B

Staff Structure



Appendix C

Environmental Policy

The museum understands the necessity to play its part in responding to climate change and resource scarcity and is committed to reducing energy use and waste.

This will be achieved by:

- Training all staff on the importance of reducing energy use and waste.
- Increasing the amount of waste recycled.
- Switching off all electrical appliances and lights when not in use.
- Using low energy lights.
- Improving building insulation.
- Only using central heating when necessary.
- Creating links with other organisations in Richmond such as Richmondshire District Council and Transition Richmond Yorkshire.
- Developing exhibitions to raise awareness of climate change and sustainable living e.g. make do and mend.
- Reducing the number of documents printed, re-using paper and doing 2 sided printing when possible.
- Re-using exhibition material when possible.
- Allowing staff flexible working hours and the option to work from home where appropriate.
- Sourcing supplies from local producers and using 'Green' office supplies.
- Monitoring the museums energy use.

Appendix D

SWOT

Strengths	Weaknesses
<p>Collection</p> <p>Unique collection with a substantial % on display</p> <p>Part of photograph collection will shortly be available on line</p> <p>Paper documentation exists for all objects</p> <p>Audience</p> <p>Changing exhibitions help to encourage repeat visits</p> <p>Web presence helps to raise awareness and increase engagement with the museum (on a virtual basis)</p> <p>Good understanding of audience needs</p> <p>Life Long Learning</p> <p>Redevelopment of ground floor has provided research room.</p> <p>School loan boxes developed</p> <p>Good understanding of needs of schools</p> <p>Friends Lecture Programme popular</p> <p>Staff and organisation</p> <p>Committed staff and volunteers who are passionately committed to museum and who are willing to work flexibly.</p> <p>Experienced and committed Trustees.</p> <p>Strong Friends association</p> <p>Financial Resources</p> <p>Income from financial investments provides % of expenditure</p>	<p>Collection</p> <p>Computer documentation of collection needs to be audited and discrepancies in numbering resolved.</p> <p>Annual programme of conservation needs to be implemented to ensure that the collection is in the best condition.</p> <p>Display cases need to be refurbished as some do not meet minimum museum conservation standards.</p> <p>Store rooms cramped and very limited environmental controls.</p> <p>Audience</p> <p>Dependence on tourism</p> <p>Life Long Learning</p> <p>School loan boxes could be used more frequently.</p> <p>Use of the museum by local primary and secondary schools very limited.</p> <p>Staff and organisation</p> <p>Dependent on volunteers to deliver current level of service</p> <p>Building and Maintenance</p> <p>Public facilities need to be updated and a toilet and made fully accessible with ideally an external ramp and lift</p> <p>No space for education or informal learning activities</p> <p>Grade 1 listed building limits development and cost of maintenance</p>

<p>Funding from MOD provides salary of Museum Assistant and cleaner and covers costs of utilities</p> <p>Co-location with Yorkshire Regiment area office reduces costs of rental of building</p> <p>Redeveloped shop has increased income</p> <p>Introduction of facility fees (including research fee) has increased income levels</p> <p>Attracted HLF funding in past.</p> <p>Building and Maintenance</p> <p>Central location</p>	
<p>Opportunities</p>	<p>Threats</p>
<p>Collection</p> <p>Unique collection with a substantial % on display and excellent research facilities</p> <p>Potential to make more of the collection accessible through IT</p> <p>Paper documentation exists for all objects</p> <p>Audience</p> <p>Opportunity to develop local audience</p> <p>Changing exhibitions help to encourage repeat visits and media coverage</p> <p>Web presence helps to raise awareness and increases engagement with the museum (on a virtual basis).</p> <p>Life Long Learning</p> <p>Redevelopment of ground floor has provided research room.</p> <p>Potential to increase number of school visits through HLF project</p> <p>Staff and organisation</p>	<p>Collection</p> <p>Relationship between Yorkshire Regiment and antecedent museum requires further clarification which will need to be addressed when Collections and Disposal Policy due for review</p> <p>Audience</p> <p>Increased competition from other attractions and other ways of spending leisure time.</p> <p>Financial</p> <p>Fluctuating investment market</p>

Committed staff and volunteers whose enthusiasm can be used to ensure effective opening arrangements and a vibrant atmosphere for visitors.

Experienced and committed Trustees whose support can be relied upon.

Strong Friends association which can be energised to further support museum.

Financial Resources

Income from financial investments supports museum

Funding from MOD can mitigate fluctuations in investment income.

Co-location with Yorkshire Regiment area office reduces cost of rental of building

Redeveloped of shop has increased income

Facility fees (including research fee) can be further developed to increase income levels

Museum should be able to attract HLF funding in the future.

Building and Maintenance

Central location in tourist hot spot with potential to cross market with other sites.