

Inspiring Everyone: RAF Museum Midlands Development Programme		NATIONAL LOTTERY HERITAGE FUND Delivery Phase Application 08.11.24
Question / Task	Notes	Response
About the Project		Inspiring Everyone: RAF Museum Midlands Development Programme
Project title		
Is this your organisation's first application to us?		No
If no: Please tell us the reference number of your most recent application.	255 characters	NL-22-00006 (MDP Development Phase)
Please tell us the project title of your most recent application.	255 characters	Inspiring Everyone: RAF Museum Midlands Development Programme (Development Phase)
Describe what your organisation would like to achieve through your project.	We will use your answer to tell people about your project including our decision makers. Tell us what you hope to achieve and what you hope the legacy of your project will be.	The Inspiring Everyone Activity Programme will harness the power of RAF heritage to connect with currently under-represented audiences at the Museum. Underpinned by capital investment, the project will enhance the care and accessibility of the collection, introducing a purpose-built Collections Hub and a nationally-relevant exhibition on the RAF's critical role since 1980. A state-of-the-art Learning Centre will ignite curiosity in STEM and the arts. A co-designed public realm will support biodiversity and sustainability providing spaces for learning, discovery and contemplation.

	150 words	The project will encourage our communities to celebrate their creativity, sharing their heritage in their own voices, offering fresh perspectives and insights, onsite, offsite and online. This will help to redefine the Museum, creating a hub for community engagement across the Midlands and nationally. Through the Programme, the RAF Museum will become a valuable, resilient resource inspiring everyone to fulfil their own potential, sharing experiences and learning together.
Tell us what you will do during your project.	Provide a detailed overview of what you will do during your project. For example, describe any: - activities that you will be doing - events that you will be hosting - items or resources that you will be creating - heritage items or buildings you will be restoring - landscapes you will be improving 5,000 characters	The Inspiring Everyone: RAF Museum Midlands Development Programme will act as a catalyst for the Museum to step up and into our new identity as RAF Museum Midlands serving local, regional and national communities onsite, offsite and online. Through an expansive multi-strand engagement programme and the transformation of our spaces, the Museum will act as an Anchor Institution regionally, positively contributing to skills development and local investment. The Museum is placing access and inclusion at the heart of our engagement programme in our mission to tackle unequal access to heritage and create positive outcomes for everyone that engages with us. Barriers relating to socio-economic background, ethnicity and disability will be tackled across audiences to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently and independently. By embedding co-creation from the start, the Programme is empowering audiences to shape, influence and be actively involved in the creation of new interpretation, programmes

		and facilities resulting in a welcoming, relevant offer which promotes inclusion and social connectedness. Through the Programme the Museum will: ~Become a valuable resource for our Midlands community ~Ensure our collection will be better understood, cared for and more widely shared ~Work with partners to involve people in their local and RAF heritage developing their skills and improving their wellbeing ~Work with our audiences to share RAF stories that are relevant to their lives and lived experiences inspiring them to fulfil their own potential ~Move towards our target of being a Carbon Net Zero organisation ~Be more resilient and able to support our community in the future. The Museum has ambitious targets to increase our core audiences as well as reaching new underserved audiences. Taking a strategic approach to long term partnership working is central to the Museum achieving our goals. We are working with partners to reach and sustain new audiences and enable active inclusion work which minimises disadvantage, meets the needs of communities and encourages participation. Capital investment will be a platform for this engagement, offering opportunities for audiences to be involved in co-creation as well as being fundamental to delivering our aims to reach more and a wider range of people and achieve Carbon Net Zero. The transformation programme comprises the Inspiring Engagement Programme underpinned by capital delivery of a new-build Collections Hub, a Learning Centre and a
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		contemporary exhibition in a refurbished hangar, co-created interpretive interventions across the site, and a new public realm. ~ The Engagement Programme (Activity Plan) will harness the power of RAF heritage (our national collection and the stories of RAF personnel) to connect with audiences who are currently under-represented at the Museum. It will encourage and support our communities to celebrate their creativity in sharing this heritage in their own voices, offering fresh perspectives and insights onsite, offsite and online. The Activity Programme will be delivered across three interwoven strands: Your Heritage - Your Voices - Your Museum. ~We will foster local pride and belonging, providing a welcome in and springboard out to our communities through a purpose-built Collections Hub. Moving our collection from inaccessible storage to our public site will support the Inspiring Engagement Programme, sharing objects out in our communities, online and onsite with activities including conservation, research, digitisation, and collections-inspired skills-development and creative sessions. ~An innovative nationally relevant exhibition will focus on the critical role of the Royal Air Force since 1980, inviting visitors to discover its mission today and imagine how the service will adapt in the future as it takes on responsibilities for Space and Cyber defence. Co-created content and designs from the Engagement Programme will be an integral part of these new displays as well as being layered across the site and shared across the region. ~ The development of a new public realm will encourage outdoor learning, discovery and contemplation. We will increase biodiversity and create spaces in which visitors and our team can learn about and connect with nature, improving their physical and mental health. ~A state of the art learning centre will provide bespoke facilities dedicated to the development and delivery of lifelong learning activities for a wider range of audiences. Our
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		Inspiring Engagement Programme will ignite curiosity and build skills in subjects ranging from science, technology, engineering and maths, to geography, art and design. The Inspiring Everyone Programme will help to define and create a new RAF Museum, firmly anchored in our community supporting us to reach out across the Midlands and the nation.
Where will your project take place?	- Project street [Text field – 255 characters] - Project city [Text field – 255 characters] - Project county [Text field – 255 characters] - Project post code [Text field – 100 characters] For landscape projects, please provide an Ordnance Survey grid reference for your landscape. [Text field – 5,000 characters] If your project will take place across different locations, please use the postcode where most of the project will take place.	Lysander Avenue Cosford Shropshire TF11 8UP

Explain what need and opportunity your project will address.	Collection Engagement Issues and opportunities How does it fit with local strategies/wider initiatives? 5,000 characters	Stakeholder consultation with Telford & Wrekin and Shropshire Councils and local communities identified needs including training and skills development, wellbeing improvements, improving community cohesion and understanding, and making the West Midlands a place people want to live and work. This offers us an opportunity to be an ‘Anchor Institution’, a large, public-sector body unlikely to relocate, rooted in its geographical area and history. Our project will support economic growth, reduce environmental impact, purchase locally and support communities, playing a key role in the delivery of Shropshire Council’s Local Plan and Cultural Strategy. Broadening reach 95% of our visitors are White against a Midlands demographic of 82%, and our employee and volunteer profile does not reflect its diversity. Census data shows the highest population ethnic groups we do not reach are Asian and Asian British (including people identifying as Indian, Pakistani, Chinese and Bangladeshi) and Black – African, Caribbean, and Black British. Our priority is to diversify our offer, audiences and team to reflect our communities better, partnering with local organisations to deliver meaningful change. Improving lives The Midlands has some of the UK’s most deprived areas with high levels of social isolation, low cultural and social capital, and poor health outcomes. Research shows anxiety and depression rose during Covid with 18.5% of people in the UK reporting they are often or always lonely. We will address these issues through partnership activities which develop skills, improve health and wellbeing, and tackle isolation. Resilience
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		As we continue to recover from Covid and work through the cost-of-living crisis, we are building new relationships, broadening our team and visitor reach to ensure future resilience. While our playground has improved visitor experience, the site provides few opportunities for engagement outdoors, so visitation is weather dependent. On rainy days, numbers can increase by 50%, but halve during hot weather. Investing in our landscape, new exhibition and activities will improve our offer, increasing visitor numbers across the year with linked secondary spend. Sustainability We are striving to achieve Carbon Net Zero (CNZ), learning alongside the RAF and Shropshire Council, investing in skills development across our team to become a Carbon Literate organisation. The Programme will support investment in sustainable technologies and operations, and we will share our experiences across the heritage sector. Our collection Our stores are currently on MOD sites with no public access, in buildings which are no longer fit for collections care. A 2024 Collections Conservation Plan and Collections Relocation Plan set out actions required to move our collection onsite to ensure its long-term care and enable access to this nationally important collection for the first time. Stores-based staff will move with the collection enabling more effective working with our wider team. Improving our heritage understanding and storytelling Hangar 1 (home of our new exhibition) is in poor condition with outdated infrastructure, leaks, power outages and low visitor footfall (around 40%). The project will improve its fabric and infrastructure, supporting our CNZ target. Current displays lack engagement, assume prior knowledge and do not represent our local community, the RAF, or our collections. We want to share stories of RAF innovation, diversity and challenge that weave across its history through immersive interpretation.
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		No WWI and few WWII personnel are now with us, and the Cold War generation will soon be lost. In the past, our collection focused on higher ranks leading to the exclusion of diverse voices. We must secure these narratives within the national memory now for future generations. The exhibition and refurbished hangar will facilitate contemporary collecting, reflecting RAF heritage of the past 45 years and today. Co-created interventions will ensure fresh voices and perspectives in all our spaces and will be shared across our region. Lifelong learning 28,000 young people participated in our schools' programme annually pre-Covid and we have rapidly returned to these levels onsite while delivering online when requested. However, our learning spaces are in poor condition, and we turned away 4,799 learners in 2023-24 due to lack of space and inadequate facilities to enable creative workshops. Our aging lunch facility only holds 60 people, is isolated from other buildings and suffers regular water ingress. Overall, our learning facilities fall far short of the 'Space for Learning' guidelines. New facilities will welcome an additional 8,000 pupils a year, as well as offering community learning activities after school, at the weekend and during holidays. See the Activity Plan, Audience Development Strategy, RIBA Stage 3 design reports, Collections Conservation Plan, Collections Relocation Plan.
Why does your project need to happen now?	5,000 characters	Post-pandemic context Research is showing that the pandemic has left long-term detrimental effects heightened by the cost-of-living crisis, especially for those who are already disadvantaged. Areas of impact include income/employment losses and illness as well as increased feelings of loneliness, anxiety and loss of purpose. People particularly affected by anxiety and depression have

		been identified as young adults, those living alone, city-dwellers, families with children and lower-income households. By engaging with people already affected and at risk now and working with them over the coming years, we will be able to identify and respond to their needs effectively and embed this into our activity and capital planning through this project and beyond. Time critical heritage access and care We have acquired a Chinook for the new exhibition from the RAF but had to delay the gifting of key heritage for inclusion in the gallery such as a Puma helicopter and Hawk jet in Red Arrows livery as we currently have no suitable space for storage/preparation. Both these aircraft have been identified as being recognisable to the public and representing diverse and relevant stories. Equally important is the need to engage with the current generation of serving RAF, as well as those who have previously served, before their stories are lost. The Museum is responsible for caring for and sharing a national collection, which comprises items of regional, national and international significance. Less than 1% of this inspiring resource is currently accessible and both the Collections Hub and contemporary exhibition will enable the Museum and our partners to harness them for active engagement and learning. At the same time, the collections care issues outlined above are only worsening, with the buildings we lease at MOD Stafford now past the point of reasonable repair. A 2022 Collections Benchmarking Report stated that the buildings are not fit for purpose as collection stores. There are issues around lack of protection from dust and dirt and, most significantly, not all items are given protection from the wind and rain. The nature of the buildings mean that environmental control is impossible. Sustainability
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		In order to meet our ambition to reach Carbon Net Zero, we need to start investment in our site and infrastructure improvements now, delivering our first decarbonised hangar and replacing our carbon-hungry store by 2027. Funding and partnerships This project is a critical element of our long-term business plans for increased resilience in a highly challenging funding environment. Our project is ambitious in scope and will share a heritage story of international importance. This heritage includes the stories of National Lottery players and their communities which deserve to be heard. Our National Museum Grant in Aid is very much appreciated but covers only around 70% of our revenue funding. The Museum receives no regular capital funding from Government and this project is beyond our current financial resources. The RAF has generously provided vital match funding but cannot commit additional funding at this point. We believe we can raise the necessary match funding, but without National Lottery Heritage Fund support the project could only go ahead in piecemeal fashion risking increasing costs though rising inflation and not achieving our planned outcomes. We have secured significant funds and continue to engage in positive conversations with potential supporters including industry, individuals and Trusts and Foundations. Many have indicated that National Lottery Heritage Fund funding was a catalyst for their support. Funds from the Garfield Weston Foundation will only be released after a successful National Lottery Heritage Fund Round 2 application. We are securing a Government Voted Loan to support the Programme aligned to its proposed delivery schedule, so the project is poised to start should the National Lottery Fund approve the Museum's application. Following the successful delivery of the RAF Centenary Programme in 2018, and during the National Lottery Heritage Fund-supported Development Phase, the Museum has created a wide constituency of support and a skilled team who stand ready to deliver this programme.
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		If the Museum is unsuccessful, we remain committed to being more relevant and community-focused and will reflect on how we can use our collections more actively to engage a more diverse range of people without capital investment. However, with 99% of our collection remaining inaccessible and displays which many of our community do not see as relevant to them, our ambitions to make a significant difference with and for our communities will be significantly impacted. See Activity Plan, Business Plan, Collections Conservation Plan, Environmental Sustainability Plan.
Who else have you approached about funding your project?	At this grant level you must contribute towards the costs of your project, depending on the amount of grant you are applying for. Tell us about any funding: - you have secured to help towards the cost of your project - you are planning to apply for to support this project - you will raise through fundraising or crowdsourcing If you are providing the minimum required, or you	Full funding for the Development Phase of the project was secured from the National Lottery Heritage Fund, Arts Council England and the RAF Museum. To date, we have secured £13.4M in match funding for the Delivery Phase from a range of sources, including trusts, statutory bodies, corporate partners, and high-net-worth individuals (excluding the National Lottery Heritage Fund). A further pipeline of identified prospects for each funding income stream has been identified to help us reach the required target. Our fundraising plan assumes that, as we continue to action the campaign plan and start to engage with currently unidentified potential supporters, we will continue to build the pipeline for each fundraising income stream. The updated Delivery Phase costs are expected to be £27,375,883 excluding volunteering, an uplift of £6,463,067 since the original cost plan was created in 2022. We are engaging with the National Lottery Heritage Fund for an additional £5M as part of our Delivery Phase submission to help cover a proportion of this increase. This is in addition to the Round 1 application which indicated a grant of £5M across Development and Delivery. £14.1M of funding applications are awaiting outcome and planned, with £5.1M of these assessed as likely or highly likely. Should the National Lottery Heritage Fund approve the

	are unable to provide any partnership funding, please explain why. Tell us if you have raised any non-cash contributions to help you deliver your project. 5,000 characters	second round application with the additional £5M, the current pipeline, therefore, ensures the project is achievable. While fundraising continues, the RAF Museum's Board of Trustees has approved a Business Case for a National Museums Voted Loan. The loan application has been received positively at Air Command, whose team is currently liaising with Strategic Finance and Treasury regarding formal approval. This will aid the project cashflow, enable the National Lottery Heritage Fund to consider the project fully funded, and give the Museum until the programme opens in summer 2027 to complete the funding campaign should additional time be required. The following proposals are awaiting outcomes: <table> <tr> <td>Overseas</td><td>Bahrain</td><td>£5,000,000</td></tr> <tr> <td>Corporate</td><td>Rolls-Royce</td><td>£500,000</td></tr> <tr> <td>Corporate</td><td>Northrop Grumman</td><td>£250,000</td></tr> <tr> <td>HNW</td><td>HNW 1</td><td>£50,000</td></tr> <tr> <td>T&F</td><td>Steel Charitable Trust</td><td>£25,000</td></tr> <tr> <td>T&F</td><td>Foyle Foundation</td><td>£475,000</td></tr> <tr> <td>T&F</td><td>The 29th May 1961 Charitable Trust</td><td>£50,000</td></tr> <tr> <td>T&F</td><td>Kathleen Beryl Sleigh Charitable Trust</td><td>£10,000</td></tr> <tr> <td>T&F</td><td>Allan & Nesta Ferguson Charitable Trust</td><td>£100,000</td></tr> <tr> <td>T&F</td><td>P F Charitable Trust</td><td>£50,000</td></tr> <tr> <td>T&F</td><td>Bowland Charitable Trust</td><td>£25,000</td></tr> <tr> <td>T&F</td><td>Atkin Charitable Trust</td><td>£10,000</td></tr> <tr> <td>T&F</td><td>The Charles Skey Charitable Trust</td><td>£10,000</td></tr> <tr> <td>T&F</td><td>The Ludlow Trust</td><td>£10,000</td></tr> <tr> <td>T&F</td><td>The Cayo Foundation</td><td>£10,000</td></tr> <tr> <td>T&F</td><td>Wolfson Foundation</td><td>£500,000</td></tr> <tr> <td>Other</td><td>RAF Halton Apprentice Association</td><td>£47,000</td></tr> </table>	Overseas	Bahrain	£5,000,000	Corporate	Rolls-Royce	£500,000	Corporate	Northrop Grumman	£250,000	HNW	HNW 1	£50,000	T&F	Steel Charitable Trust	£25,000	T&F	Foyle Foundation	£475,000	T&F	The 29th May 1961 Charitable Trust	£50,000	T&F	Kathleen Beryl Sleigh Charitable Trust	£10,000	T&F	Allan & Nesta Ferguson Charitable Trust	£100,000	T&F	P F Charitable Trust	£50,000	T&F	Bowland Charitable Trust	£25,000	T&F	Atkin Charitable Trust	£10,000	T&F	The Charles Skey Charitable Trust	£10,000	T&F	The Ludlow Trust	£10,000	T&F	The Cayo Foundation	£10,000	T&F	Wolfson Foundation	£500,000	Other	RAF Halton Apprentice Association	£47,000
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		TOTAL £7,122,000 We will launch a public fundraising campaign in 2025, aligning to capital works beginning on site, which will add visibility and interest to the campaign and is planned raise around £260,000.
Tell us what advice you have received in planning your project and from whom.	If you have spoken to anyone from The National Lottery Heritage Fund about your project, tell us about the advice you received and how you have used that advice to develop your project. Tell us if you have received any specialist advice about your project from anyone else. This could be experts in the heritage your project focuses on or other organisations who will support you to deliver your project. This could include:	Building on our pre-Development discussions, we have engaged with over 10,000 people through extensive consultations to inform the development of the Programme. This involved collaboration with a diverse range of stakeholders, including the public, community groups, advisory panels, heritage and museum professionals, paid staff and volunteers. Feedback from these groups has shaped both the Engagement Programme and design elements. Consultation has included: Strategic Support: The National Lottery Heritage Fund team has provided continuing advice and support, while Arts Council England (ACE) contributed with an Unlocking Collections grant. Strategic consultation has included Shropshire Council, Telford and Wrekin Council, The Marches LEP, Midlands Combined Authority, and the RAF, among others. Planning permission: applications have been reviewed and approved by Shropshire Council. Survey and Feedback Collection: Visitor and non-visitor surveys provided insights into current brand recognition, demographics, and visitor experience and ways we can increase and broaden our reach. Wellbeing considerations: Input from local providers including Community Connectors, Dementia Wellbeing, Combat Stress and Equalinks, has informed our understanding of how to ensure wellbeing support for participants. Mental Health First Aid training was also delivered.

	- any consultation you have done with your local community and those who will be involved in your project - any project proposal advice, such as from an architect or conservator - any pre-application advice on planning and/or listed building consent matters, such as from your local authority or an archaeologist - advice about how to address wellbeing for your project participants, such as from a charity or local group who can provide support which is relevant to their lived experience 5,000 characters	Design development: Engagement with our advisory panels, students, RAF Cadets, and visits to other heritage sites informed design refinements at RIBA Stage 3 for Hangar 1 and the Learning Centre. Inclusive spaces: Extensive consultations with faith and community groups led to the addition of a prayer room and a quiet room in the Hangar 1 design to accommodate visitor needs. Learning from other museums: Visits to institutions including the Derby Museum of Making, Young V&A, National Museums Liverpool, and Bletchley Park provided insights into co-creation and accessible design practices. Collection Hub design: The project team studied best practice at museum storage sites to inform the Collections Hub's design including Onfife, Beamish Museum, the National Army Museum, National Museum of the Royal Navy, Glasgow Resource Centre, National Museums Scotland, and the Science Museum's National Collections Centre. We hosted consultation sessions with visitors, paid staff and volunteers about Hub-related activities. Public realm design: has drawn on visits to inclusive spaces like the JCB Factory and Shifnal Sensory Garden, alongside co-creation sessions with local schools. Activity Plan development: Consultation with our target audiences and potential partners has included 16 schools, Wolverhampton and Leicester University, our new Youth, Schools and Access Advisory panels, Equalinks, Wolverhampton Scouts, Muslim Scouts Groups, RAF Cadets, Shropshire Safe Places, Armed Forces Covenant, Staffordshire Venture , RBL Network for Carers, Coventry Library, Staffordshire Library, RAF Cosford, TA Education, STEM Learning (Head of Learning has joined the regional panel), and Design and Technology UK. Piloted activities with target audiences as participants have included seven schools, Plasma of Hope, Equalinks, Telford CVS, Telford Virtual School, Lead Imam of Birmingham Mosques, Shropshire Armed Forces Outreach team, Black Country Living Museum, CEO The Forgotten Generations, Community Connectors, National Memorial Arboretum, Telford
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		and Wrekin Interfaith Council, One Voice, The STEM Workshop, Freelance Artists Luke Perry and Sarah Fereday, Staffordshire Venture, Bilston Lions, Staffordshire Library, RAF Youth and STEM, Raising Robots, Jon Egging Trust, Shropshire Social Prescribers, VEX, RBSL, Institute of Maths, and the National Museums of the Royal Navy. Additionally, feedback from partners such as Voices Gloucester and Walsall Council influenced the Community Grants scheme. As a result, the project's updated Activity Plan emphasises three themes -Your Heritage, Your Voices, and Your Museum - underlining our commitment to community-focused, inclusive heritage engagement. Ongoing consultations will continue to guide the project's evolution through the Delivery Phase. See Activity Plan, Consultation and Piloting Report and Audience Development Strategy.
Will your project be delivered by a partnership?	If yes: Who are your partners? Provide a named contact from each organisation. Tell us who your partners are, the nature of your partnerships and how you will work together. If you are working with any other organisations to carry out your project, we	N/a

	would like to see your partnership agreement. This document should outline all partner's roles and responsibilities and should be signed by all parties. This agreement should reflect the needs of your project and you may need to seek independent advice. You do not need to provide a partnership agreement unless any other organisations are delivering a significant part of your project. 5,000 characters	
Will any of your project take place in Wales?	Tick box question No, none of our project will take place in Wales Yes, all or some of our project will take place in Wales	No

	If yes: Tell us how the Welsh language will be used in your project. If your project will take place in Wales, you must include the Welsh language in all aspects of your work. Please tell us how you will use the Welsh language in your project, and make sure that this information is included in your project budget and plan. Please include budget for translation costs under the 'Other' costs category in the project costs section. 500 words	
About the heritage Tell us about the heritage in your project and why it	Provide a description of the heritage as it is today. If different types of heritage are involved, describe each of these.	The National RAF Story In the UK, an estimated 20 million people have direct connections to the RAF, as do many more around the world, through involvement with industry or as beneficiaries of RAF activity, such as the vital role they played supporting us all with medical services during the pandemic.

is important to your organisation and community.	Provide factual information about the heritage. For example: - If your project is about heritage that is not physical (such as memories or cultural traditions), tell us about the subject and time period, if relevant. - If your project is about physical heritage (such as a building, ship, historic object, collection or nature reserve), give us factual information about it, such as its size, when it dates from, the surviving features, its condition and why it is important to your local area. Tell us: - if there is any official recognition of this heritage, for example, it may be a listed building (if so, tell us its grade) or a	We have seen the power of this connection at our sites and on the Spitfire Tour of Midlands venues in 2022 where visitors of all ages and backgrounds are drawn together to talk about the heritage. Our project will focus on heritage that illustrates the service's unique place at the heart of British life. The Midlands and the RAF The story of the RAF and Midlands' aviation and engineering heritage have been deeply connected throughout the RAF's 100-year plus history. The region is the birthplace and home of many service personnel. It encompasses air bases and test sites and was the cradle of RAF engineering. It has supported innovation, inventors, business and factories that have shaped the RAF and will help design and deliver its future. Heritage will be researched and shared through co-creation, outreach activities and storytelling helping support placemaking and engendering a sense of local pride and belonging, supporting delivery of our Engagement Programme. RAF Museum Collection The Museum cares for a national collection of around 1.3M objects representing the memory of the RAF at work and play, in conflict and at peace, from the early 20th century to today. However, our ability to share these stories is not evenly distributed. Key events, especially WWII, dominate our collections leading to gaps in our records relating to more contemporary materials, that we will address through this project. Collection research has revealed a rich variety of material relating to the Midlands including: ~Published books on related topics such as local airfields, aircraft crashes or accidents, experiences during the World Wars, aviation heritage in terms of buildings, manufacturing and activities including test flying and (auto)biographies of individuals with a connection to the area ~Maps – OS and navigation - as well as German target maps for sites such as factories, and brickworks in Derbyshire and Staffordshire
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	Site of Special Scientific Interest - what is important about the heritage, for example it may be a source of artistic, architecture or scientific interest - who the heritage is important to, such as experts and/or the local community - why the heritage is distinct or unique - how the heritage relates to other heritage, for example in the local area or Nationally 5,000 characters	~Ephemera including RAF station open day information booklets, heritage group leaflets ~Images including early aviation in Shropshire, local businesses in the West Midlands and personnel associated with local RAF stations ~3D items designed and made locally from medallions to aircraft ~3D items donated by organisations or individuals from the region ~Images and archives of local RAF personnel ~Film including local civilian flying and related events covering Leicestershire and Northants Based on this small-sample review, it is likely many of our objects have Midlands' connections which will be explored as part of the Engagement Programme through activities researching and sharing the RAF story, making connections between individuals and their local area and new co-created interventions across our site and online. RAF Museum site Our site is adjacent to, and once part of, RAF Cosford which opened in 1938 as an aircraft maintenance and training unit. Hangar 1, which will be refurbished as part of the Programme, has no heritage listing but was part of the original Station, occupying around 4200m². During WWII, the Station trained over 70,000 airframe and engine fitters and armourers. Its facilities included a hospital and prisoner-of-war reception centres. Spitfires, built across the Midlands, were delivered from its airfield. Later it became a base for technical training and apprenticeships and welcomed the RAF Schools of Photography and Physical Training. The hospital opened to civilians, remaining as a community facility until 1977. Today, the Station is a vital training facility for all three services and for international air forces. Over 1,000 students pass through annually. When the RAF Museum opened in London in 1972, aircraft not displayed were stored across the country, including at RAF Cosford. Gradually these were made available for
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		public viewing with monthly opening starting in 1974. The Aerospace Museum Society of volunteers was founded in 1977, running events, conserving and restoring aircraft, fundraising and sharing knowledge. We are proud that some of those volunteers still support us today and are supportive of this project which will see us recruit younger people, offering opportunities to share their skills and secure their legacy. In 1979, Trustees of the RAF Museum took over management of the site and later the collection, continuing their development. This unique site heritage, with enduring links to investment in young people, training, volunteering, and the Midlands, provides us with inspiration to create engagement opportunities for everyone. We are working closely with the RAF Cosford team to understand and share their stories in the new exhibition and across the site.
Is the heritage considered to be at risk?	If yes: Explain why and how you consider the heritage to be at risk. Explain why the heritage is under threat, and what actions have been taken (if any) to minimise the risk. For example, it could be at risk of loss through physical damage or neglect, or financial shortfalls. In the case of oral and	The buildings, landscape and collection this project focuses on do not have any formal 'At Risk' designations. However, there are significant concerns, highlighted through independent reviews, regarding threats to both collections and infrastructure. Collections care and storage Collections care and conservation is delivered by a team of paid staff and volunteers. This is generally to a high standard across the Museum's two public sites which welcome around 930,000 visitors a year. However, our galleries share less than 1% of the collection and a 2022 Collections Benchmark Report highlighted issues with our publicly inaccessible stored objects, stating that our stores are no longer fit for purpose. The review confirmed that collections care at MOD Stafford falls short of the most basic level of care - most clearly around the condition and performance of the buildings, the storage facilities and environmental control. Collections care meets only 44% of the basic practice benchmarks and only meets around 25% of the benchmarks in good and best practice. The positive results are largely due to good policy frameworks and staff knowledge rather than storage, building or collections care

	community histories, it could be at risk of loss through people passing on. Public access to the heritage may also be at risk of loss. If your project involves a building or a monument, tell us if it is on a buildings or monuments at Risk Register: for example, Historic England's Heritage at Risk Register. If your project involves several buildings in a conservation area, tell us if the conservation area is on an at Risk Register. If your project involves natural heritage, tell us if the landscape, geology, habitat	environments. The Stored Collections Conservation Plan states that current stores are not providing suitable environments for the collections and some risks have increased since the Benchmarks Report in 2022. Measures can be implemented to improve current storage, however, the successful mitigation of some of the risks is limited due to the nature and location of the buildings. Further information can be found in the Stored Collections Conservation Plan and Collection Relocation Plan Hangar 1 – location of the new contemporary history exhibition The perishing structure of the hangar is allowing leaks and limiting safe access for repair, affecting the collection displayed inside. Without halting this continued damage both to external and internal structures, it is likely that the building will need to be completely replaced in the future. It has an EPC rating of G. All these issues will be addressed and rectified as part of the capital works. Collection content and understanding The Museum has identified significant gaps within our collection relating to the inspiring stories that illustrate the global and local impact of the men and women of the RAF over the last 100 years and today. Some have already been lost, while those who remain continue to age, and a new generation is serving now so it is vital we capture and share these stories to inspire future generations. We are also aware that our understanding of parts of our collection is limited and, in many cases, unrecorded. As part of the Engagement Programme we will work with current and retired RAF personnel, those working in related industries and people living across the Midlands to research our objects, making local and regional connections, sharing these stories onsite, online and in their own communities.
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	or species is at risk and in what way (for example, identified in a Biodiversity Action Plan as a priority). Tell us: - the current condition of the heritage - how it is currently managed and by who - how people currently engage with the heritage 5,000 characters	
Will you be undertaking any capital work as part of your project?	If yes: Please provide details. 5,000 characters	Yes Collections Hub A new Collections Hub will enable us to conserve, research, digitise and share our stored collection with visitors for the first time. The project will deliver a 4,000m2 purpose-built facility. Its first use will be as a safe environment to prepare objects for the new exhibition and, in the future, it will support display refreshes. It will then enable us to move out of our publicly inaccessible store at MOD Stafford. The Hub and stored collections will engage people in intergenerational opportunities to develop skills and ideas, encourage mutual respect, tackle isolation and support positive wellbeing outcomes. The objects will inspire creative activities, from poetry to pottery, onsite, offsite and online.

		The Hub is based on modern logistic centres, delivering museum collection care standards with our sustainability commitments informing the design, providing stable conditions throughout and specialist environments where required. The footprint has been designed to enable transfer of existing material and future collecting, while enabling further expansion. A large hangar door leading to an internal circulation zone will support the movement of objects. Located off this circulation route are our smaller object stores, visitor facilities and activity rooms, as well as the main storage area which will include racking and open floor spaces. The Hub's adjacency with our conservation centre will enable better object care with new volunteering opportunities in conservation, research, digitisation and management embedded in the Engagement Programme. Co-created light touch interpretation will welcome visitors and support public talks, tours and activities enhanced by new research and collection knowledge sharing. Hangar 1 refurbishment We will redevelop an existing hangar, repair and redecorate structures, insulate the envelope and invest in sustainable technologies for environmental control, lighting and welfare facilities to ensure the facility is moving us to our CNZ target. The RAF: 1980 to Today exhibition, Hangar 1 A new nationally relevant exhibition will be co-created in the refurbished hangar. It will focus on a key period of world history from 1980, inviting visitors to explore the critical and diverse roles of the RAF over the past 45 years and how they are looking forwards to ensure the service is fit for the future. Working with our priority audiences, we have identified and explored headline themes, individual campaigns and humanitarian missions using personal stories, objects, immersive environments and interactive elements through which all visitors can find relevance and reflections of their own experiences. Artefacts ranging from aircraft to films are being
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		researched and selected through community co-creation to support storytelling and reflect our diverse region. Our 'RAF Stories' and 'Collections Online' platforms will be used to share virtual content as well as in the new displays. Multi-sensory interpretation is being developed through community workshops and working with our new advocacy panels and evaluated to engage audiences with a wide range of interests and backgrounds, ensuring Access for All. We are co-creating spaces that encourage visitors to debate content, understand the impact on their own lives and the roles they could play in shaping the future. The design includes exceptional hireable spaces with the facilities to support them, helping deliver organisational resilience and engaging more people with the RAF story. Learning Centre, Hangar 1 A state of the art Learning Centre co-designed with local schools and our Schools Advisory Panel will provide much-needed, bespoke facilities dedicated to the development and delivery of lifelong learning programmes. These spaces will interlink with our new exhibition, enabling exploration, discovery and debate, igniting curiosity in STEM, digital literacy, history and geography, art and design which feature in the Engagement Programme. Public Realm Our site redevelopment includes co-designed public realm areas with walking trails and opportunities for discovery, learning, rest, and contemplation. Investment in the outdoor realm will incorporate seating with pockets of greenery creating much-needed external facilities and the option to host learning activities outside. Planting will be co-designed in partnership with schools that don't have access to green spaces and our new Access Panel, offering volunteering opportunities to plant and maintain them in the future. Sustainability
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		Estate improvements embedded across all our capital development areas will help move the Museum to CNZ. The required Planning Permissions are in place for these capital works. See RIBA Stage 3 Capital Works pack, RIBA Stage 2 and 3 Exhibition Design pack, Interpretation Plan and environmental Sustainability Plan. Planning Permissions and linked conditions are included in the Project Management pack.
If you are undertaking any capital work (including repair or refurbishment) to land, buildings or heritage items, tell us who owns it	• your organisation • project partner • neither • N/A	Neither: MOD/DIO
Please provide details about your capital works owner.	If capital works are part of your project, you will need to tell us who owns the heritage. If you have them, we need to see any ownership documents. You can upload these later on in the application. If your organisation owns the heritage, tell us: - if your organisation has the freehold of the	The land and main buildings at our Midlands site are owned by the Ministry of Defence and leased to the Museum, with the current lease running for a twenty-five-year period from 1 April 2004 to 2039. The Museum and MOD are engaged in positive discussions to extend the lease to meet all National Lottery Heritage Fund requirements with Heads of Terms being drafted to share with the Heritage Fund team for comment. We expect the new lease to be in place by March 2025. The Museum retains the risks and rewards associated with these assets and is responsible for repairs, decorations and alterations. The Museum has significantly invested in the site's capital development in previous years, with the required permission of the landlord, including the construction of a new Cold War-themed exhibition hangar and visitor centre in 2007 and a new outdoor play area in 2020.

	building or land, or own outright the heritage items - if your organisation has the lease of the building or land and how many years are left to run on the lease - If your organisation has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item. If so, give us details of the lender and the amount of the mortgage or loan. If you have one, upload an ownership document. If a partner organisation owns the heritage, tell us: - the name of the partner organisation - if the project partner has the freehold of the building or land, or own outright the heritage items	All heritage items are held in trust by the RAF Museum as part of the national collection for the people of the UK.
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	- if the project partner has the lease of the building or land and how many years are left to run on the lease - if the project partner has, or is planning to take out, a mortgage or other loans secured on the building or land, or heritage item - if so, give us details of the lender and the amount of the mortgage or loan If you do not currently meet our ownership requirements, tell us the date when you expect to do so. 5,000 characters	
Are there are legal conditions, restrictions or covenants associated with	Please provide details. Tell us if the register of title or other ownership documents contain any restrictions or limitation on its use or ownership,	No

the heritage asset which may affect your project?	or if it requires any consents for any dealings. If so, you will need to give us the full details and evidence that these are satisfied. This could include: - a Restrictive Covenant limiting the type of use for the land or property - a restriction giving another party a right to be notified of any dealing or state conditions that would need to be resolved before the property is sold 5,000 characters	
Does your project involve the acquisition of a building, land or heritage items?	Select one of: - Yes - No	No
Managing your project	Please provide details. 5,000 characters	Yes

Has your organisation taken on a project of this scale in the last five years?		The RAF Museum team developed and delivered an integrated series of major projects as part of our £26M RAF Centenary Programme, mainly focused on our London site. The capital transformation opened in 2018 and the activity programme ran to 2021. The Programme was supported by three grants from the National Lottery Heritage Fund alongside funding from Trusts and Foundations, other statutory bodies, individuals and businesses. Evaluation during and post-project demonstrated that all the objectives were achieved, and the projects were delivered on time, on budget to a high-quality standard. Feedback has been overwhelmingly positive. As a result, the Museum saw our most successful year to date in 2018–19, welcoming 989,593 visitors across our sites, a 39% increase year-on-year. Moreover, our London audience broadened with visitors from a wide range of ethnic backgrounds increasing from 8% to 22% of our visitors, women from 23% to 41% and local visitors from 21% to 33%. Our new consultative approach with audiences and partners ensured delivery of an enhanced visitor experience, a wide range of opportunities for participation, improved skills and better preservation and sharing of the heritage held in our national collection. Collaborating more widely broadened our staff and volunteers' knowledge and understanding of the collection and the resources available to them to better interpret the heritage of the RAF and its people. We have used the learning resulting from the Programme to feed into our Strategic Framework to 2030, the development of our Cosford Master Plan and this programme. See Project Management Pack
Tell us why this is the most appropriate project	What other strategies have been considered?	In 2016, the Museum started internal and external consultation on and development of a site-wide capital Master Plan for our Midlands site at Cosford. This work continued in parallel with the creation of a new Strategy to 2030, detailing the vision, purpose and ambitions of

for your organisation to take on at this time.	What will you do if the project does not go ahead? 5,000 characters	the organisation including a 25+ year development for Cosford. This commitment followed the National Lottery Heritage Fund supported investment in the redevelopment of our London site in 2018, and the resulting positive outcomes for our audiences, heritage and the organisation. The Strategy states that by 2030 the Royal Air Force Museum will be recognised as a world class National Museum, respected for our commitment to focusing on our audiences and using our collections and spaces in creative ways to engage them with the RAF's story. We shall remain financially sustainable, with firm foundations that enable an agile and ambitious future. Through an appraisal of eight options informed by the consultation and based on the Treasury's Green Book criteria, a team of trustees and the Senior Leadership Team proposed a final Midlands Master Plan which was ratified by the Board in 2018. The first two phases have been delivered, improving the sense of arrival and welcome to the site and installing a themed children's play area. Both had a positive impact on visitor experience, with the latter aiding recovery of visitor numbers around pandemic lockdowns. The next phase was due to be a Midlands Engagement Programme framed within the development of a new Collections Hub and move of our stored objects. Business planning was underway to support its delivery when Covid caused us to pause and reconsider what would be the best next project for our local communities, visitors and organisational resilience. We undertook visitor and non-visitor research around Museum and RAF brand awareness and community consultation which was fed into our review. Two of our key learnings from this were that the public had little sense of what the RAF today is engaged with and that our name, 'RAF Museum Cosford', meant little to most non-visitors. This resulted in a change of name in spring 2022, when we became the RAF Museum Midlands, reflecting the role we should be playing in the region and giving a better
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		sense of the visitor experience we are starting to deliver. This project, our 'Inspiring Everyone: RAF Midlands Development Programme' also took shape, ensuring we can deliver our identified outcomes through a multi-strand Engagement Programme connecting with diverse local, regional and national communities offsite and online, supported by and through a welcoming onsite transformation of our collection and story sharing, galleries and landscape. Through this review, we explored options to break the Programme down into smaller projects. However, the Engagement Programme relies on an accessible stored collection and without the physical onsite interpretation changes programme participants and visitors will struggle to see the connections between the heritage and their lives. Equally, opening the learning spaces adjacent to the new exhibition will facilitate the deeper engagement we are committed to and enable us to increase capacity. Finally, while the public realm could be paused until a future phase, it will offer inspiring outdoor spaces and support our Carbon Net Zero plans so is considered to be essential. It has also been noted as a condition of the Planning Permission granted by Shropshire Council. We have also looked at whether the Programme could be phased. However, each area has attracted specific support from funders, including Trusts and Foundations and High Net Worth Individuals. They may not wish to transfer this support to a different strand or wait until their strand can be delivered outside the current project timetable. Our assessment is, therefore, that the interdependent and interwoven strands of the project are all vital for achieving our target engagement and outcomes and this project is the right next step towards delivering Strategy 2030. See Midlands Master Plan Pack, Business Plan, Fundraising Campaign Plan.
Our funding is subject to the	If your application is successful, it is important	The RAF Museum does not believe that a grant from the National Lottery Heritage Fund is a Subsidy within the Act. We have taken legal advice and a solicitor's letter and case for this

Subsidy Control Act 2022. Tell us whether you consider the funding applied for to be a Subsidy within the Act and any advice you may have taken.	to remember our grant comes from public funds and may be subject to the Subsidy Control Act 2022. Find out more about subsidy control in the Legal and policy requirements section of the programme guidance. 500 words	understanding has been shared with our National Lottery Heritage Fund Investment Manager and copies provided at the end of the Project Management Pack.
Does your organisation need to undertake any capacity building activity to better deliver your project?	For example, do you need to review your financial or human resources system, develop your business plan or build fundraising capacity? Do you need to bring in any extra skills or expertise? Tell us whether you will be making changes to the governance of your organisation to enable you to deliver your project more effectively. You can	Prior to the Development Phase, we reviewed the Lessons Learnt from our RAF Centenary Programme and the requirements of this project to help us identify any capacity building required for successful development and delivery. We also used the online Resilient Heritage Strength Checker to inform this planning. The Museum reflects on its Board governance, skills, experience and composition annually with an external review every three years. A review in 2021 identified the need for finance and legal skills, RAF experience and better representation of women and people from diverse ethnic minority communities which has been addressed through recruitment rounds in 2022 and 2023 (during the Development Phase). Our review of the Museum's capacity has led to us bringing two project roles into our core Museum team at the end of the Development Phase and the definition of new roles for Delivery, both paid and volunteer, detailed in the sections below. We will continue to draw on external support for capital project management and quantity surveying established during

	include the costs of professional support for a governance review. What work have you undertaken to strengthen the capacity of your organisation to deliver this project during the development phase? 5,000 characters	Development, while also continuing to seek advice from organisations who have completed similar projects. We will offer three apprenticeships and three traineeships designed to offer young people opportunities to learn sector-relevant skills, detailed in the sections below. During Development, we carried out paid staff and volunteer skills audits to help us better understand opportunities for skills sharing. We invested in a new volunteer engagement software platform which has gained positive feedback from users. We have undertaken identified training as follows: ~A programme of Equity, Diversity and Inclusion training. ~A programme of developing Carbon Literacy. The Museum has gained a bronze level award from the Carbon Literacy Trust and is working towards silver / gold. ~Increasing digital skills ~Widening procurement expertise to include assessing social value and sustainability responses ~Developing understanding of and confidence in effective co-creation practice ~Developing our evaluation plan ~Mental Health First Aid ~Managing volunteers ~Training facilitation and knowledge exchange. We have identified a number of additional paid staff and volunteer training requirements for the Delivery Phase which will include 571 training opportunities for paid staff and volunteers: ~Environmental sustainability programme ~Equity, Diversity and Inclusion training suite ~British Sign Language ~Family collections and other tour guiding ~Storytelling
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		~Public engagement ~Lego SPIKE Prime ~Briefings on all areas of capital build prior to handover ~Media handling ~Forklift driver ~Asbestos awareness ~Collections handling/packing/hazards ~Onboarding for all new paid staff and volunteers. This investment will continue to develop our team and become part of the project legacy for our organisation. See Activity and Action Plans.
Tell us about any jobs or apprenticeships that you will create to deliver your project.	Tell us about any jobs and/or apprenticeships that will be created and will be directly involved in delivering your project. Tell us what their main roles will be and whether they are full-time or part-time positions. If you are moving an existing member of staff into a post created by this project	The paid roles supporting the Delivery Phase of our project are outlined below with job descriptions provided as supporting information. We have made the following Development Phase supported roles permanent: ~Exhibitions and Interpretation Manager ~Collections Care and Conservation Officer. Roles continuing from the Development Phase: ~Head of Learning and Engagement - our Head of Learning moved into this new role with responsibilities for both the lifelong learning programme and the community engagement programme. The staff member has extensive experience in all areas of the role and is a RAF veteran. She will continue to be supported with backfill through additional duties for one of our current Learning Officers who has taken on management of the Formal Learning Programme, becoming a Learning and Engagement Manager and provision of additional hours moving our part time Learning and Engagement Assistant to a full-time position.

	or extending the hours of an existing member of staff, tell us how they are qualified for the role created by the project. Tell us how you will manage the work they are currently doing, or if this is coming to an end. You will need to provide a job description for each role created for the delivery phase of your project as a supporting document to your application. 5,000 characters	~Youth Liaison Officer 50%, Youth Liaison 15% and a Regional Manager 70% – will be co-funded with the Jon Egging Trust to help us deliver outreach learning programmes for identified targeted cold spot areas for engagement. ~Collections Storage Co-ordinator – will continue to support our Stafford-based team to plan and deliver the stored collections move to the new Collections Hub with responsibilities for volunteer engagement and management. ~Apprenticeships and Skills Pathways Manager – has been identified as essential to continue through the first year of the Midlands Programme Delivery. 12 months funding for this role has, therefore, been included within project budgets. The role will then move to core Museum funding to support apprenticeships and other skills pathways development for the wider Museum. New roles for the Delivery Phase: ~Community Engagement and Grants Co-ordinator (0.6 FTE) – will be part of the community engagement team and administrate and support the new Community Grants Programme ~Community Engagement Officer – will support the delivery of our multi-strand Engagement Programme ~Exhibition Maintenance Technician – will support the installation and operations of the new exhibition and interpretation across the site The following apprenticeships and paid traineeships will offer a pathway into working in the heritage sector with key transferable skills. Recruitment will be targeted on our focus areas and priority engagement groups.
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		~Business and Admin apprenticeship (Level 3) – will support our Learning team in the effective launch and running of the new Learning Centre ~Project Management apprenticeship (Level 4) – will support the management and reporting of the project, both its capital and activity strands ~AV/IT apprenticeship (Level 3) – will be part of the installation team, focusing on the delivery of gallery networking and digital interactives/experiences ~ Learning /Community Engagement traineeship – will support the expanded Lifelong Learning programme and community activities. ~ Exhibitions and Interpretation traineeship – will support the exhibitions team in the development and delivery of our new gallery and cross-site interpretation. ~Collections and Research traineeship – will support the curatorial team to research and share our collections and RAF Stories with our target audiences. See the Project Management Pack for all job descriptions and the Activity and Action Plans for further information about recruitment, onboarding and support.
Who are the main people responsible for the work during the delivery phase of your project?	Provide detailed information about the team that will work on your delivery phase, including the person who will take overall responsibility.	The project is led by the Director of Content and Programmes (DCP) acting as Programme Director, supported by the Museum's Head of Major Projects and Programmes. The Museum uses a version of the Prince2™ project management system to ensure effective controls and monitoring are in place. This has been externally audited with a positive assurance rating. The project is reported through monthly Programme Board meetings to the Senior Leadership Team and at quarterly Major Project and Programme Committee, and Board

	Tell us if you will need extra support from consultants or new staff. Explain who is responsible for making decisions and approving changes to your project. Describe the reporting structure and how often meetings will take place. Describe how you will choose the services and goods needed during your delivery phase. You will also need to send us: - project management structure - briefs for any consultants If you are sending us a project business plan, tell us where to find the information above in this.	meetings to Trustees. Financial support and oversight are provided by the Finance team, Director of Finance and Resources and our Audit, Risk and Resources Committee. There are agreed levels for financial sign off for each governance level of the project. Our Change Control Board consists of the CEO, Director of Finance and Resources and DCP with agreed terms of reference and approval limits. An internal Exhibition and Interpretation Team is led by our Head of Exhibitions and Interpretation and includes an Exhibition and Interpretation Manager (adopted as a permanent role following the Development Phase), an Exhibition Officer in a paid traineeship, a Lead Curator, and audience, learning and access advocates. This internal team is working in close collaboration with partners/community groups to co-create each element of the new displays and storytelling across the site. Heritage content will be reviewed by members of the Museum's Research Advisory Board. Expert advocacy panels (Youth, Access, Schools) set up during the Development Phase will advise on content and design. A Project Team will support specific areas as required, providing expertise, management experience and operational decisions. We will draw from departments across the Museum including Collections, Estates, IT, Finance, Visitor Engagement, Comms and Commercial. Additional posts needed in the Delivery Phase have been outlined above. External expert support continuing from Development: ~QS services including procurement and contracting ~Capital project management ~Exhibition design. Additional external expert support for Delivery: ~Main Contractor providing Design and Build services including architects and professional services (including landscape design, M&E, structural engineering and CDM)
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	5,000 characters	~Exhibition build and installation services ~Showcase supply and installation ~Provision of AV/digital interactive software ~Graphic production and installation ~Analogue interactives and touch models ~Museum shop design, build and installation ~Evaluation. Procurement of goods and services and recruitment of paid staff will follow RAF Museum procedures, Managing Public Money, National Lottery Heritage Fund and UK government procurement rules. We include requirements for delivering social value and sustainability outcomes in our tenders. Please see Project Management Pack for supporting Information on governance structures, procurement strategy, job descriptions and contractor briefs.
What work will you do during the delivery phase of your project?	Provide outline information about what your project will do during your delivery phase. 5,000 characters	The Inspiring Everyone: RAF Museum Midlands Development Programme will offer routes in for target audiences to connect with, understand and play an active part in the collections and stories of the Museum and shape its future. During the Delivery Phase we will share the Inspiring Everyone Engagement Programme (Activity Plan), harnessing the power of RAF heritage (our national collection and the stories of RAF personnel) to connect with audiences who are currently under-represented at the Museum. It will encourage and support our communities to celebrate their creativity in sharing this heritage in their own voices, offering fresh perspectives and insights onsite, offsite and online ensuring priority audiences are reached on their terms, in the places people are looking to engage.

		This will help to define and create a new RAF Museum, firmly anchored in our community to enable us to reach out across the Midlands and the nation. The Activity Programme will be delivered across three interwoven strands: Your Heritage - Your Voices - Your Museum in two phases: ~May 2025–July 2027: activities during capital build (site remains open) ~July 2027–December 2028: activities after the opening of Hangar 1/the new exhibition Detailed timings for individual activities can be found in the project Action Plan. The Delivery Timetable (separate document) shows the intersection of activities with the wider Programme. Your Heritage will provide new ways for people to explore their heritage onsite, off-site and online. Activities in this strand include work out in the community with target audiences, our cockpit-on-tour programme, large scale events, targeted school holiday programming, a new STEAM-focused digital offer, our learning partnership with the Jon Egging Trust to engage disengaged young people, and our digital skills partnership. It also encompasses special projects linked to researching and exploring our collections, and the collections move from Stafford to our new Collections Hub. It includes the following sub strands: ~Heritage in our Hands programme ~Jon Egging Trust Blue Skies programme ~Discovering Heritage programme: our formal learning offer ~Collections programme ~Collections Relocation programme.
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		Your Voices will bring community voices and perspectives into the Museum through co-curation, consultation and collaboration. It includes work with target audiences to co-curate our new exhibitions in Hangar 1, creative projects that bring the experiences of marginalised groups into key spaces working alongside creative practitioners, collaborative online projects and our Community Grants Programme. It includes the following sub strands: ~Community Interpretation programme ~Community Grants programme ~Interpretation co-creation programme ~Social media and marketing programme ~Specialist Advisory Panels. Your Museum activities focus on strengthening the Museum's people, skills and facilities, creating a museum that welcomes all our communities. This strand includes project staffing, paid training placements, volunteering and training. Our behind-the-scenes programme will welcome people into the Museum during our capital build and invite them to shape the new Museum. Our Access and Inclusion programme will develop resources, activities and events which reach out to wider audiences. It includes the following sub strands: ~Building a new Museum: Project staffing ~Building a new Museum: Apprenticeships and traineeships ~Building a new Museum: Volunteering
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		~Building a new Museum: Training ~Behind-the Scenes-programme ~Access and Inclusion programme: co-creation and consultation ~Access and Inclusion programme: visitor offer ~Launch programme Alongside delivery of the Engagement Programme (Activity Plan), the Delivery Phase will see us: ~Carry out recruitment for paid and volunteer roles ~Deliver identified training ~Complete Second Stage tendering for and deliver capital works for the new-build Collections Hub, refurbished Hangar 1 and Learning Centre, public realm, and exhibition covering RIBA Stage 4 technical design, RIBA Stage 5, construction, RIBA Stages 6 and 7, handover and in use ~Open the refurbished Hangar 1, Learning Centre, new exhibition and public realm in summer 2027 ~Relocate the stored collection from MOD Stafford from early 2027 to end 2028 ~Continue to carry out evaluation and consultation to drive the project ~Carry out end of capital works formal evaluation and reporting including Lessons Learnt ~Carry out end of activity programme formal evaluation and Lessons Learnt ~Share our learning throughout the Programme. The project will ensure the Museum becomes an Anchor Institution with a multi-faceted campus, a site-wide experience that draws people in to enjoy indoor and outdoor spaces, learn and be inspired, build skills and personal resilience. See Activity Plan, Action Plan and Delivery Programme.
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How do you plan to cash flow the delivery phase of your project?	You will need to provide a cash flow with your delivery phase application. Tell us about any financial reserves, income from your organisation or other sources of funding you will access to cash flow the delivery phase of your project. 5,000 characters	The cash flow for the Delivery Phase of the project will be supported by a combination of funds raised through our RAF Museum Midlands Development Programme Fundraising Campaign and a Government Voted Loan made available to National Museums from the Treasury to support major projects. Modelling of two scenarios for the cash flow has been completed and both are included in the Supporting Information documents. The first includes our proposed fundraising income plan with a short cash flow deficit at the busiest point of the capital works which would be covered by a low-level, short-term Government Voted Loan. The second shows the period of time we would be in cash flow deficit without further fundraising (beyond National Lottery Heritage Fund support and existing pledges) which would be covered by a higher level of Government Voted Loan. Each scenario workbook includes headline, summary and detail tabs. They include how we will deal with VAT and the reclaimable element of VAT.
Delivery start date.	You will not be able to start the delivery phase of your project until your application has been successful.	1 April 2025 – July 2027
Delivery end date.		31 December 2028
Are there any fixed deadlines or key milestones	Please tell us about any immovable dates that will	Project delivery is not tied into any key anniversaries, and we will be maintaining visitor access to the Museum throughout the capital build works.

that will restrict your project's timetable?	affect your project and are beyond your control. For example: - dates when partnership funding offers expire or secured funds must be spent by - anniversaries that your project is designed to celebrate - external events that are key to your project's success 5,000 characters	Our two grants for Planning Permission allow a two-year window to start capital works ending in May and July 2026. Our successful £2M grant application to the Garfield Weston Foundation is valid for two years (until May 2026) and is reliant on securing the remainder of the match funding before starting delivery. We are aware that formal delivery cannot start until all the funding is in place, either already with the Museum or through contracted commitments. While the milestones below are not fixed, we intend to deliver the Programme to the following timetable: Delivery Phase A: including Engagement Programme (Activity Plan), RIBA Stages 4 – 7, capital design, construction, landscaping, and exhibition installation. August 2027 – December 2028 Delivery Phase B: Engagement Programme continues, post capital evaluation, end of programme evaluation.
Our investment principles	Our investment principles are: - saving heritage - protecting the environment - inclusion, access and participation - organisational sustainability	N/a

	You must take all four investment principles into account in your project. You may focus more on some investment principles than others. For example: • if your project is focused on restoring natural landscapes, you might want to emphasise both saving heritage and protecting the environment in your application • if your project is focused on recording and sharing oral histories and skills development, you might concentrate more on inclusion, access and participation and	
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	organisational sustainability The strength of focus and emphasis on each principle is for you to decide and demonstrate.	
Explain how your project will save heritage.	5,000 characters	The project will preserve, enhance and share RAF heritage, increase public engagement, and provide long-term, accessible digital resources, establishing the Museum as an inclusive space that connects communities with RAF history and inspires future generations. Improved the condition, viability and public understanding of heritage Collections Review is assessing items for relevance to the national collection, with non-essential objects offered to other organisations for broader public sharing. New collecting efforts will enable more diverse, up-to-date displays that include contemporary RAF history and Midlands' connections, making them accessible both onsite and online. The co-created exhibition, The RAF: 1980 to Today, will attract a new audience to the Museum as we explore stories which reflect the lived experiences of our visitors. The adjacent Learning Centre will expand our capacity to welcome an additional 8,000 learners p.a. with a lifelong learning programme designed with our specialist advisory panels. The new Collections Hub will provide stable, low-energy storage conditions for objects. This Hub, connected to the Museum's Conservation Centre, will enable enhanced care, easier access, and greater volunteer involvement in conservation, research, digitisation, and collection management. Moving collections to this accessible location will facilitate more efficient management and enable broader public access, enriching the Museum's storytelling and providing a platform for creative public interaction with the collection.

		Engaging more and a broader range of people with our collection and RAF stories will result in more understanding of this heritage with exploration and debate around its relevance to all our lives. Reduced the amount of heritage identified as 'at risk' While the buildings, landscape and collection this project focuses on do not have any formal 'At Risk' designations there are significant concerns, highlighted through independent reviews, regarding threats to both collections and infrastructure which will be addressed through the project. The MOD Stafford storage site currently lacks suitable environmental controls, which has increased risks to the collection. Relocating heritage items to the new Collections Hub will mitigate these risks, and Hangar 1 will undergo infrastructure refurbishments to prepare it for the new exhibition. Activities in the Engagement Plan will prepare collections for the move through conservation and digitisation by paid staff and volunteers, improving both the condition and interpretive value of items. This work will continue post-relocation, ensuring that we continue to increase accessibility and understanding of the heritage. Delivered long-term transformational projects by improving the condition of heritage and the pride people take in their local environment. Activities have been designed to engage underrepresented audiences with the national collection and increase audience numbers both within the project and as an embedded cultural change as we become a regional Anchor Institution. The Your Heritage strand of the Engagement Programme will provide new ways for people to explore their heritage onsite, offsite and online.
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		Outreach and onsite project activity will be rooted in the collections and, through a proactive and inclusive approach with priority target audiences, people will learn more about the RAF story, its connections with where they live and their own lives. They will feel confident that the Museum is a place for them, will take part in programmes independently and will recommend the Museum to others. Activities in the strand include community outreach, a cockpit-on-tour programme, large-scale events, school holiday programming, and a STEAM-focused digital initiative. Partnerships with organisations like the Jon Egging Trust will support disengaged young people through mentorship and digital skills programmes, boosting confidence and personal growth. Special projects focused on researching collections and moving items from Stafford to the Collections Hub will deepen community connections to RAF history and inspire young people through personal narratives of service life. Capital investment will create a sustainable, viable and vibrant site offering a warm welcome to all our visitors. Ensured that the digital heritage resources are open, accessible and discoverable by future generations. The project's digital components will ensure that RAF heritage is accessible and discoverable for future generations. Leveraging previous investments from the National Lottery Heritage Fund, the Museum will expand our digital offerings with RAF Cadets recording new interviews for RAF Stories and the new exhibition and co-creating digital trails with target audiences. These resources will meet Heritage Fund licensing requirements and remain accessible for at least 20 years after project completion.
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Explain how your project will protect the environment.	5,000 characters	The Museum recognises the urgency of the climate crisis and has committed to sustainable practices and Carbon Net Zero goals. Through the project, substantial investments are transitioning the Museum away from fossil fuels, guided by the Arts Green Book principles: Be Lean (efficient use of existing buildings), Be Clean (energy-efficient systems), and Be Green (renewable resources, biodiversity, and waste reduction). Put landscapes and habitats into recovery A co-designed public realm will provide biodiverse, natural habitats and spaces for learning and community engagement. Biodiversity and Environmental Improvements The landscape design enhances biodiversity, transforming modified grassland into diverse plantings, native hedgerows, and a rain garden. Existing habitats will see a 17.95% net gain in biodiversity, and new hedgerow units add over 100% net gain across all on-site and off-site habitats and succeed in meeting the trading standards of the DEFRA metric (DEFRA, 2023). These green spaces will offer an engaging environment with seasonal plants, creating a dynamic, ecologically rich space that reflects RAF themes. Water Management and Sustainable Planting A new drainage system is designed for a 1-in-100-year flood event, channelling water through permeable paving and a rain garden to improve its quality. The diverse planting strategy includes perennials and evergreens for year-round interest, supporting pollinators, creating attractive areas for relaxation and contemplation. Increased understanding of and connection with nature We will involve our local communities in developing and maintaining our landscape across a suite of activities. Programmes such as creating site trails, building mobile planters, creating bug houses with primary schools, and inclusive planting sessions will engage local groups and foster connections with nature. New volunteer roles will support landscape maintenance, involving the community in the Museum’s sustainability journey.
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		Storytelling and learning programmes The RAF's Carbon Net Zero goal for 2040 will be represented in the Museum's new exhibitions and educational trails, showcasing sustainable RAF practices such as alternative fuels, electric aircraft, and reduced waste. Collaborative learning programmes will explore carbon reduction strategies, including coding workshops on sustainable energy for schools. Outdoor spaces will provide hands-on learning in a natural setting with opportunities for schools and other visitors to enjoy outdoor spaces at multiple points in their visits. Reduced the negative environmental impact of our funding portfolio Hangar 1 will undergo major upgrades to reduce energy demand and eliminate natural gas usage by installing air and water source heat pumps, projected to cut carbon emissions by 80% p.a. Refurbishment also includes a new Building Management System and LED lighting with an efficient control system, supporting long-term carbon emission savings of 90-95% over 20 years. The re-use of the existing building is inherently low impact in terms of embodied carbon. In RIBA Stage 4, the project will specify sustainably sourced materials and maximise recycled content and reuse. Where possible systems are being reused and upgraded rather than fully replaced – for example, the alarm and sprinkler systems. High-efficiency fixtures will minimize potable water use, supplemented by wall-mounted water butts for landscaping irrigation. Outwith the project funding but as a consequence of development phase, Shropshire Council, the West Midlands Rail Executive and Museum have co-funded a feasibility study for a footpath from the station to the Museum and an improved rail service. We will invest project resources into providing an eco-transport service until the pathway is installed. Sustainability Training and Procurement Policies
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		Museum staff will complete sustainability training on energy efficiency, carbon reduction, waste management, and social responsibility. Additionally, procurement policies prioritise suppliers with strong environmental practices, ensuring investment supports local eco-friendly companies. Improved heritage's ability to adapt to climate change The preparation for and move to the stable environmental conditions in the new Collections Hub will ensure our national collection is better able to adapt to climate change. The Hub's design minimises heating demand with high-quality insulation and introduces a low-carbon energy source, achieving significant energy reductions and carbon savings of 71% compared to traditional gas systems. The Hub's use of Low Embodied Carbon products and high-efficiency water and lighting systems further supports sustainable operation. Through these extensive measures made possible by the Programme, the RAF Museum will actively foster environmental stewardship, preparing for a sustainable future that benefits our collections, community, and global heritage. See Environmental Sustainability Plan.
Explain how your project will increase inclusion, access and participation.	5,000 characters	The Programme prioritises access and inclusion to reduce inequalities in heritage participation. By addressing socio-economic, ethnicity, and disability-related barriers, the Museum will ensure equitable involvement for all. Our Equity, Diversity, and Inclusion commitment affirms that everyone has the right to a life free from prejudice. Paid staff and volunteer training will support us to deliver this commitment confidently, fostering an inclusive culture. Increased diversity of heritage workforces, leadership and audiences The 'Your Museum' strand in the Engagement Plan will strengthen the Museum's workforce through activities inviting community input, paid training and volunteering opportunities,

		inclusive events and resources. This includes a behind-the-scenes programme welcoming diverse groups to participate in shaping our future. The project has five target audience groups, identified through visitor and non-visitor surveys: families, children and young people, adult day-trippers, RAF personnel, and trainees/volunteers. For each, we will expand participation by people from lower socio-economic and diverse ethnic backgrounds, and those with accessibility needs. Employing strategies to build on current audiences and reach new ones, the Museum will extend our appeal to those traditionally underrepresented. Reduced barriers for people under-served by heritage providing more equitable opportunities for active involvement and participation. The Museum has co-created the Programme to increase access through over 10,000 consultations and activity trials with target audiences. Expected outcomes include over 200,000 participant engagements, three apprenticeships, three paid traineeships and 362 volunteer opportunities. Our Learning Centre will support engagement with 8,000 new learners p.a. The ‘Your Voices’ Engagement strand facilitates co-curation, creating displays reflecting diverse perspectives through a community grants programme, collaborative creative projects, a social media and marketing programme, and input from specialist advisory panels. The Access and Inclusion component of ‘Your Museum’ will remove navigation and orientation barriers for all visitors. With guidance from the Schools Advisory Board, the Museum will create self-guided resources for underserved school groups. The RAF:1980 to Today exhibition will employ multi-sensory, accessible displays and personal stories that resonate with visitors' own lives, facilitating debate and reflection. Co-created onsite interventions will foster diverse representation and understanding. In
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		partnership with Blind Veterans UK, the Museum will ensure accessibility for partially sighted visitors, incorporating tactile interactives, audio descriptions, and improved circulation routes. Public events like Community Days and an Open Family Iftar will celebrate community connections. The Museum will adapt school holiday programmes to include free activities, expanding our reach. Pop-up talks, tours, and handling activities will make exhibits accessible to target audiences, including sign language tours and resources like sensory backpacks for children and quiet spaces for visitors with sensory needs. To improve physical access, we are working with Shropshire Council, the West Midlands Rail Executive and RAF Cosford to create a safe pathway between Cosford station and the Museum. If improvements are not completed by the 2027 launch, eco-transport options will bridge the gap. Enabled more people's heritage to be recognised, enriching lives The Engagement Programme emphasises co-creation, inviting audiences to actively shape the Museum's social media, events and exhibitions to share their own heritage. We will share contemporary RAF stories onsite, offsite and online, amplifying voices that reflect diverse experiences and local heritage. Battle of the Decades events will invite the public to share memories from recent years, contributing directly to the new exhibition's timeline. A Community Grants Programme will empower community groups to create their own projects using RAF stories as launchpads for creative engagement, sharing heritage in their communities, across the Midlands and at the Museum. Supported people to creatively use digital technology in heritage to promote access and reach
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		To make heritage more accessible, the Museum will enhance our website for intuitive use by visitors with access needs, guided by the Access Advisory Panel. Volunteer-led online talks will enable prospective visitors to explore RAF stories, encouraging in-person visits. A digital trail co-created with BAE Systems apprentices will spotlight RAF innovations and STEAM content, engaging families and young people in technology and the RAF's legacy. The Learning Centre will support a digital skills hub for all ages, promoting digital literacy. Open API protocols will ensure digital resources remain adaptable for future projects, making RAF heritage accessible for years to come.
Explain how your project will improve your organisational sustainability	5,000 characters	The RAF Museum is committed to ensuring our investment and that of Programme sponsors has an enduring legacy in a resilient, thriving organisation. Increased organisations' sustainability by developing commercial and digital skills strengthening governance and leadership The Museum's Audience Development and People Strategies delivered through Programme activities will drive efforts to diversify and expand our audience and workforce, enhancing our commercial strength and governance capabilities. Our public events programme and new shop with exhibition-linked products are designed to support financial growth and increase commercial skills. Investment in digital training during Development has upskilled paid staff and volunteers while the new Learning Centre will offer a programme of digital skills sessions for all ages. Developed skills and capacity across the heritage sector Skills and training

		The Programme has a strong focus on skills and training. New opportunities for apprenticeships, traineeships, and work experience are planned for the Delivery Phase, with evaluation guiding future implementation. New and increased opportunities for volunteering have been trialled and an action plan for volunteering in Delivery has been prepared. This will be evaluated and a plan created for their future delivery at both our sites. Paid roles Strategic departmental restructuring has ensured key staff roles support the Programme effectively. Four roles were re-focussed and relocated from our Conservation Centre to MOD Stafford to help prepare for the move. These roles will return to the Midlands site as our stored collection moves to the new Hub. A new core role of Assistant Curator was created to support the move. This role will move to the Midlands site as our stored collection moves to the new Hub. Our three core MOD Stafford-based staff will move to the Midlands site with the collection relocation. The Exhibitions and Interpretation Manager and Collections Care and Conservation Officer roles funded in the Development Phase were identified as being key to the Museum's future resilience and made core at the end of the Phase. The Apprenticeships Skills and Pathways Manager role, essential for the first year of the Delivery Phase, will transition to core funding to support apprenticeships and skills development for the Museum's wider needs. Our Collection
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		The Programme will revolutionise collection care and accessibility. The new Collections Hub, adjacent to our Conservation Centre, will enable streamlined movement between storage and conservation. This location will also expand research and volunteer opportunities, enabling more comprehensive object study and online sharing, enhancing public engagement and collection knowledge. Embedded resilience in projects we fund Audiences Our Evaluation Plan includes independent research on audience demographics and response to the Programme, to be conducted post-opening and after one year. Findings will help refine our engagement strategies and address any needs identified. Environmental Sustainability With a baseline established in 2022, the Museum is committed to a Carbon Net Zero pathway. Significant Programme investment will support the transition away from fossil fuels in existing and new facilities, also reducing energy cost. Digital and Physical Infrastructure The Museum will invest in digital upgrades for Hangar 1, the new exhibition, and the Collections Hub. Annual funding will ensure continuity of IT and cybersecurity. Similarly, continued investment in our physical infrastructure, including the Collections Hub, public realm and refurbished Hangar 1, has been reflected in our long-term financial plan to 2033-34, with strategies for maintenance and site development. Investment in the new Learning Centre will ensure we have the capacity to meet demand as we currently turn schools away each term. Strengthened heritage's contribution to economies and local communities The Museum will play an effective role as an Anchor Institution in the region, working closely with local stakeholders to create social value.
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		Income The Programme will positively impact visitor numbers to ensure a step change in associated visitor income, while delivering additional opportunities for public and commercial events through the lasting improvement to our spaces. We anticipate a substantial increase in visitor numbers, boosting annual visitors from approximately 430,000 to around 591,000, and a 60% rise in income via the Museum's trading company by 2034. Procurement Our procurement policy prioritises Midlands-based suppliers and mandates social value contributions, including training and volunteer investment, ensuring that our operations directly benefit local communities. Local economy An Economic Impact Assessment estimates the Programme's net impact at over £10 million by 2027-28, factoring in regional visitor contributions, purchase of goods and services and employment effects.
After the project ends How will you maintain the benefits of your project and meet any related costs?	Tell us how you will manage the benefits of your project after the funding ends. For example: - what will happen to the things you produce as part of the project, for example if these will be donated to a local archive	Cultural transformation The cultural change delivered through the project will see us embed new practices in our organisation particularly around audience engagement and working with our local communities until this becomes our new 'business as usual'. During the Delivery Phase, we will assess the ongoing needs for paid and volunteering roles to ensure project outcomes can be maintained and further enhanced. Resilience and funding One of the designed outcomes of this project is to improve the resilience of the Museum, ensuring we are financially sustainable and offer greater long-term protection to both our

	or kept on display by your organisation - how you will manage the heritage in the future, for example if you will keep employing staff to help maintain a site you have restored - how you will deal with any costs related to maintaining the heritage once the project ends, for example utility costs for a newly opened building 5,000 characters	sites and national collection. Our financial projections to 2034 assume the delivery of this project with any linked cost increases/savings. As a National Museum, we receive around 70% of our annual revenue through government Grant-in-Aid, with ongoing positive support for our work from the RAF, our sponsor body. The project will enable to us to generate more additional income through: ~Visitor and commercial development: The project will raise awareness of the Museum, attracting higher visitor numbers with a profile that better reflects the diversity of Midlands communities. We will create targeted offers to attract people from our doorstep community who will become increasingly comfortable using us as a drop-in community resource. Through promoting our new outdoor facilities and landscape, we will see an increase in visitors who come on sunny days, helping us to even out our business troughs, and the improved offer will increase dwell time. All these changes will deliver unrestricted revenue through increased secondary spend. In addition, the project will help us diversify income streams, increase opportunities for commercial income generation through new bookable spaces and events, and create a more entrepreneurial and commercial focus through team development. ~Effective operations: This project will help the Museum to have the confidence to work with more and a wider range of volunteers and apprentices offering a broader spectrum of roles, increasing skills and capacity for the long-term. ~Estates management and maintenance improvements: While some of the improved facilities will bring additional overheads, we will also see cost savings in areas such as utility bills and the financial commitment to leasing and maintaining our offsite storage facilities.
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		The Museum's project management system includes regular collection and discussion of lessons learned, with this being a required formal part of the end of project stage. These lessons are used to inform the development of similar future projects with their inclusion for discussion in early workshops and reference during project planning. This also applies to broader evaluation, both formal and informal, shared in more detail below. Each area of evaluation is discussed with the wider team through workshops and any changes to the next stage/future plans are agreed and implemented. Our internal comms plan for the project includes regular updates to all our paid staff and volunteers through webinars, intranet pages and workshops with encouragement given to all teams to keep up to date and get involved in project roles. New and enhanced heritage knowledge will be shared through updates to our collections database, as well as through a programme of seminars, lectures and conferences which the internal team are supported to present and attend. All new roles will be advertised internally and offered as secondments to encourage the continued professional development of our team, as well as externally to introduce fresh thinking and expertise. Investment in training throughout the project, from external suppliers, through internal sessions and on the job experience, will ensure that new skills and knowledge are widely shared. See Business Plan, Management and Maintenance Plan, Activity Plan: Evaluation proposals.
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How will you evaluate the success of your project and share the learning?	You must evaluate your project and provide a written evaluation report once you finish your project. You will need to create an evaluation plan at the start of your project. This will be an outline of how you are going to collect data to measure, analyse and understand what you are doing and ultimately to provide evidence about what your project has achieved. Tell us who will carry out your evaluation. This could be staff within your organisation or an individual or organisation who you will need to employ. You should provide a brief for this work as a supporting document.	The evaluation process will be overseen by our Head of Major Projects and Programmes, with our Marketing and Communications team playing a key role in visitor research and collating visitor information. We will appoint an external evaluation consultant, with responsibility for undertaking the summative evaluation and producing the associated reports. A budget has been set aside to enable this. The appointed evaluation consultant will revisit and revise the evaluation proposals to suit the project needs and their own working practices. Although summative reporting will not take place until October 2027 and October 2028, we intend to appoint the consultant at the outset of the Delivery Phase. This will enable them to input into setting up systems, and give them the opportunity to see the story of the project unfold. The evaluation consultant brief includes providing support to the Project Lead, Marketing and Comms team and wider project team to help them establish the wider Delivery Phase evaluation approach and create any new recording systems required. Our evaluation programme comprises five phases. The first two phases have already taken place. Phases 3 and 4 will take place during the Delivery Phase of the Heritage Fund project. Phase 5 is our ongoing evaluation of long-term impact. 1. Pre-project baseline Visitor surveys carried out in September 2021 and non-visitor surveys undertaken in February to April 2022 provide an established comparator for evaluation Visitor numbers will be compared to 2019-20 (i.e. pre-pandemic) as well as to 2021-22. 2. Front-end evaluation Was undertaken during design development (project development phase) to test early ideas/assumptions. This was mainly qualitative, collecting and analysing feedback from broad consultation. It included a survey of non-users and further analysis of barriers to visiting.
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	We would expect to see costs for your evaluation included in your project costs. 5,000 characters	3. Formative evaluation Will be undertaken at technical design development to test reactions to proposals informing the final stages of design. This stage will include consultation through focus groups, online surveys, in-gallery consultation and physical and digital prototype testing. Outputs: internal lessons learned reports. 4. Summative evaluation Summative evaluation will examine project outcomes in comparison to baseline data, assess and share our learning and propose further developments. Reporting anticipated three months after opening (October 2027) and 12 months after that (October 2028). Outputs: Visitor survey reports, visitor feedback reports, visitor data reporting, feedback and participant data for specific activities, volunteer data and feedback, trainee data and feedback, paid staff/volunteer training data and feedback, internal lessons learned reports, Summative evaluation – interim report, Summative evaluation – final report, post-project monitoring data for Heritage Fund 12-month survey 5. Post-project longitudinal evaluation Longitudinal evaluation will enable a longer-term study of project outcomes. The project has been divided into the following strands for the purpose of evaluation: • Engagement programme: Your Heritage • Engagement programme: Your Voices • Engagement programme: Your Museum • Hangar 1 refurbishment • Learning Centre • Contemporary exhibition and co-curated interpretive interventions • Collections Hub • Improvements to outdoor spaces
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		For each of these strands, a logic model has been created, based on an adapted version of the template suggested by the Heritage Fund. They outline the proposed activities that fall into each strand, and the expected inputs, outputs and outcomes. These logic models form a framework for evaluating each element of the project and assessing to what extent the project has delivered its intended outputs and outcomes. In addition, the individual lines of the activity plan will be used to assess delivery against the anticipated outputs and outcomes for each activity. We will share our learning as widely as possible. Internal lessons learned reports will inform the development of the current project and future developments at our Midlands and London sites. Externally, we will offer advice to other heritage organisations. We will focus on sharing learning around sustainability both in and beyond our sector where it might be relevant. We are happy to serve as a National Lottery Heritage Fund project case study where appropriate. See Activity Plan, Appendix A: Evaluation Proposals
Project costs and income Tell us about the costs and income for your project.	See National Lottery Heritage Fund guidance.	
Supporting documents required for during the delivery phase	See checklist below	
Declaration	Tick boxes	

Confirm declaration		
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Checklist

Standard check list item for Round 2		Notes
Application form	Second Round Application Form	
	Executive summary of progress/any changes since Round One	
Activities	Activity Plan (including Activity Action Plan) Inc consultation summary/spreadsheet Inc timetable Inc any changes since R1	
	Flow-chart summarising decision-making for 3 rd party grants (if applicable) Community Grants Scheme details	Draft Community Grants Scheme - included in Activity Plan
Capital Work	Conservation Plan (Collections)	
	Proof of Ownership	
	Detailed plans and proposals for capital work Updated Master Plan summary	

	RIBA Stage 3 report for Hangar 1, Collections Hub and Public Realm and linked appendices	
	Plans for architectural elements, to RIBA work stage 3 (Design/specification)	As above
	Plans for non-architectural elements, (eg interpretation and digital) to equivalent of RIBA work stage 3. Public realm and tree planting; and Interpretation Plan	
Investment Principles	Detailed information about the Investment Principles your project will achieve	
Project Management	Project management information, including: • Changes since Round One included in the Activity Plan and PM Pack • Including Planning consents • Project Management Structure • Briefs for consultants (internally and externally commissioned work)	

	• Job descriptions for new/grant-funded posts – traineeships/apprenticeships/volunteer roles • Outline timetable • Risk Register: Delivery • Risk Register: Post delivery	
	Detailed timetable	
After the project ends	Business plan, including income and spending forecasts for 5 years following completion	
	Evaluation Plan	See Activity Plan
	Management and Maintenance Plan	
Project Costs	Detailed costs for delivery phase (spreadsheet and relevant supporting detail, eg QS estimates); use original estimated volunteer value in spreadsheet	
	Cashflow for the project	
	Partnership Funding:	

	Income sheet in cost plan Fundraising Plan (if needed)	
	Calculation of Full Cost Recovery (if applicable)	N/a
Images	A selection of images that you consider help illustrate your project, eg plans, drawings and photos.	
Project specific check list item for Round 2		
	Collections Relocation Plan	
	Engagement Plan	See Activity Plan
	Environmental Sustainability Plan	
	Audience Development Strategy	
	Comms and Marketing Plan	
	Final Visitor Research Baseline Report 2022	
	Final Non-Visitor Research Report 2024	
	Subsidy Control statement	