

Inspiring Everyone Programme – Delivery Phase (May 25 – Dec 28)

Comms and Marketing Plan

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1. Executive Summary/Background:

This Comms and Marketing Plan is a 'living document', designed to lay out our overarching approach to marketing and communications during the Delivery Phase, and to ensuring that the Museum's stakeholders are fully engaged with the Inspiring Everyone: RAF Museum Midlands Development Programme throughout its delivery and beyond. It should be read in association with the Programme's Activity Plan and supporting Action Plan and in the context of the RAF Museum Midlands Audience Development Strategy.

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.

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.

2. Communications Strategic Objectives:

- To clearly identify and define the Inspiring Everyone Programme to internal and external audiences and stakeholders
- To communicate the vision and purpose of the Inspiring Everyone Programme effectively to all our internal and external audiences and stakeholders
- To express our key messages and priorities clearly for the period May 2025 – December 2028, promoting the RAF Museum Midlands, so that we achieve desired increases in spontaneous awareness, visit intent, positive word of mouth and Net Promoter Scores, with increases in physical and digital visitor numbers, and a corresponding increase in income
- To communicate the support given by our funders including the National Lottery Heritage Fund and the difference that National Lottery players make.
- To protect and enhance the reputation of the RAF Museum

- To ensure that external and internal stakeholders are kept up to date with key messages and developments
- To ensure that internal stakeholders are equipped with the necessary tools for communication and can communicate effectively and efficiently
- To build relationships with key internal and external individuals who will act as ambassadors on behalf of the Museum
- To develop and nurture relationships with new media contacts which will assist us in communicating with our five target audiences
- To increase and expand the breadth of media coverage across all platforms and within our given audiences.

Inspiring Everyone Programme objectives:

Central to the communications plan will be the effective promotion of the IEP's core objectives.

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.

3. Target Audiences:

The Museum has identified **five key target audiences** who are currently underrepresented within our visitor audience profile, compared to the population profile of the wider Midlands area.

These key target audiences are:

Families	Children and Young People	Adult day trippers	Royal Air Force	Apprentices, trainees, work experience placements and volunteers
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Three cross-cutting priorities applicable to all five target audiences are:

Reaching people from lower socio-economic backgrounds	Reaching people from a wider range of ethnic backgrounds	Meeting the needs of people with access requirements and additional needs
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Through focused, targeted activity, improved infrastructure and new approaches to Museum displays and programmes, the project will:

Build Audiences Increasing the number of people engaging and extending reach to potential audiences who have similar characteristics to current engagers.	Broaden Audiences Widening the range of people engaging and reaching people underrepresented in the Museum's audiences currently.
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4. Influencing audiences within media and stakeholder groups:

In addition to the above key target audience groups for the IEP, we will also work with the following influencer groups as we build our communications activity:

Media Influencers	Stakeholder Influencers	Internal Influencers	Public Influencers
• Print press • Web (online publications and blogs) • Radio • TV (forces, regional and national) • Influencers	• Community organisations • Funders, particularly NLHF • RAF • Local government • MPs • Contractors and consultants	• Staff • Volunteers • Trustees	• Audiences who are already engaged with the Museum • Non-users (see below for full breakdown)

5. Non-User Audience Analysis:

Methodology

To assist with the identification of Non-Users and the broadening of our general audiences, the Museum engaged a local market research company that specialises in audience development and research to look at what are currently the barriers that prevent non-users from visiting us. This company was M.E.L Research. They recruited 695 respondents from 1 August – 7 September 2023, weighting the sample to reflect the socio-economic and ethnic diversity of the local population, with particular emphasis being placed on those who had additional specialist needs or who came from the 20% most deprived areas, as defined by postcode using IMD.

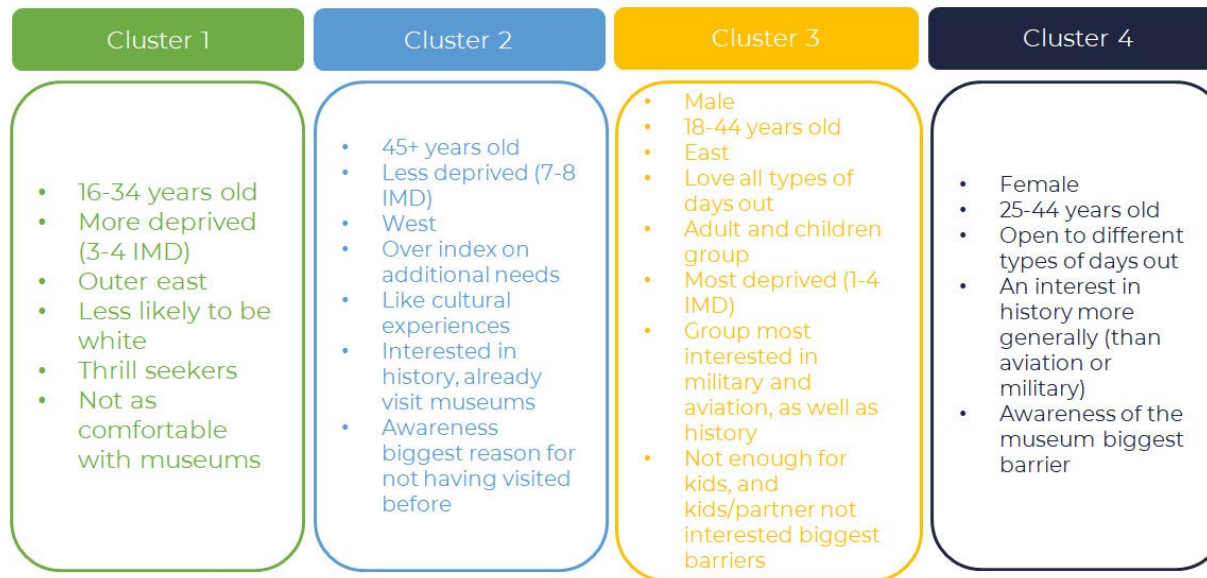
The definition of who is a current non-user was agreed to be: those who had never visited RAF Museum Midlands before, and non-rejecters of museums/themed experiences. Those who would definitely not ever visit a museum/ themed experience were rejected from the sample.

Survey Findings

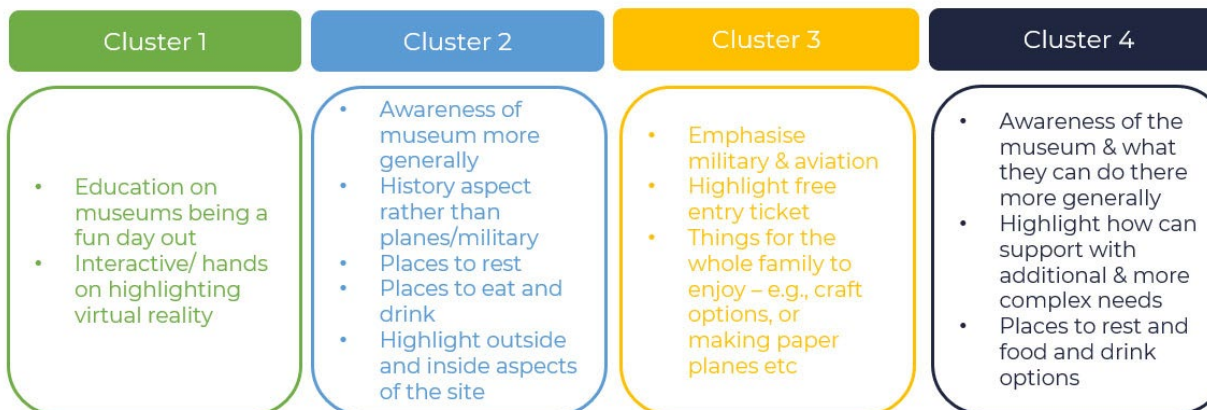
The main take-aways from this research are as follows:

- Spontaneous awareness of the Museum equated to less than 1%
- Only 3% of the total sample were aware that the Museum was free to enter. Charging entry was a major turn off for various ethnic groups and those living in the poorest areas. Many thought that we charged up to £12.50 for an adult entry. Once aware that we are free to enter 80% of respondents found this appealing, this is particularly true amongst non-visitors from ethnically diverse backgrounds and those living in areas of deprivation.
- A current lack of understanding about the RAF Museum experience. Once people read a description of and saw representative images of the Museum's core offer 70% of respondents stated that they were likely to visit in the next 12 months, with 17% stating that they were definitely likely to do so. With the highest set of ratings being amongst ethnic minorities (84%), the most economically deprived (78%) and those with children (82%).

From these findings the Museum has identified four main groups by socio-economic and attitudinal characteristics. These are:



With the following motivations and needs:



Future advertising and communications will be based around these motivations and needs and will be reflected in our Key Messages as outlined below. Please refer to the Museum's Audience Development Strategy 2025 – 2030, where this research, and the motivations and needs of various key audiences is shared in more detail.

6. Key Messages:

Please note: the following table describes the messages we aim to communicate, rather than the final wording of the messages themselves. We will develop the specific articulation of each message objective and individual copy for each message as the project progresses and detailed plans are produced.

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

	13	The Museum is easy to reach with good transport networks
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7. Three-Phased Approach:

The Comms and Marketing plan has been divided into three key phases:

Phase 1	The Build Phase These activities will take place between May 2025 and January 2027
Phase 2	Preparing for Launch / Exhibition Opening These activities will take place between February 2027 and July 2027
Phase 3	Maintaining Momentum Activities will take place between August 2027 and December 2028

The activities within each phase are then broken down into onsite, online, offsite, and internal actions. Some activities are repeated in the various phases, with slightly different focusses. These activities will run in conjunction with general marketing for the Museum. See **Appendix A** for a breakdown of standard marketing activities.

8. Channels of Communication:

The following list outlines proposed channels of communication. It is not designed to be a definitive plan at this stage but indicates the direction of our planning intentions. There will also be some cross-over between external and internal communication platforms.

External	Internal
• Marketing campaigns – digital, radio, print, hyper-local mailings • PR campaigns • RAF Museum website (www.rafmuseum.org/midlands) • Social media (see below for full breakdown) • E-newsletter • Events / Air Shows • Professional networks • Word of mouth / peer to peer • Key audience influencers	• Staff forums / webinars • Intranet • Midlands Development Programme noticeboards • Meetings – at all levels: 1:1s, teams, divisions, SMG, SLT, Board • Training • Word of mouth / conversations • Regular e-bulletins via Outlook

9. Social Media Channels:

The Museum has a range of social media channels at its disposal for the broadcast of information about each phase of the IEP.

Facebook	X (Twitter)	Instagram	LinkedIn	TikTok
<u>@RAFMuseumMidlands</u>	<u>@RAFMuseum</u>	<u>@rafmuseum</u>	<u>@TheRoyalAirForceMuseum</u>	<u>@royalairforcemuseum</u>

Our social media channels reach broad audiences and can be used at varying stages of the project to inform visitors and would-be visitors about updates. Our current social media strategy focuses on building our brand awareness by creating content that delights and entertains our audiences. Social media is where our audiences spend their time, so it is important we come to them. Since we introduced our new social media strategy which shares the story of the RAF and showcases our Museums as a 'great day out' for all audiences, we've seen significant growth in social engagement and followers.

We have two main groups who interact with us via social media: families with young children, and aircraft enthusiasts. We are continuing to trial new family friendly content, including Instagram takeovers and different types of TikTok content, and by the time we enter the Delivery Phase, we will better know how to optimise our content for maximum reach and engagement.

We will use a mixture of text/image posts and short video content to generate interest in the Delivery Phase of the project. By keeping our audiences informed and speaking to them in a straightforward, engaging manner, we will generate excitement and interest about the future of the Midlands site.

Some channels will be more suitable than others for different phases of the project. During the Delivery Phase of the project, we will utilise multiple channels including our Midlands Facebook page, Instagram and TikTok, to ensure that our followers are not just aware of the project, but also excited by it! These actively engaged audiences are also a great 'channel' for gathering feedback and sharing co-curation opportunities with our five audiences. Each post, where appropriate, will have a call to action that acknowledges and links to the National Lottery Heritage Fund page. New channels are emerging all the time, so we'll constantly review which channels our audiences use.

All enquiries received from such posts will follow normal Comms procedures for social media responses.

See **Appendix B** for information on how the Comms team will handle negative social media comments.

10. Emergency / Crisis Communications Plan:

In the event of an emergency or crisis, the Comms and Marketing team will refer to the Museum's **Incident Management Plan** for media procedures, incident management flow chart and communications toolkit.

Once an emergency has been declared by the site manager, we will revert to these documents.

We will also be developing the following documents:

- Overall IEP FAQs has been shared internally with colleagues in summer 2024. This document is to be updated and redistributed every quarter
- FAQs for projects which lie within the overall IEP
- Project specific risk related responsive quotes.

11. Determining what success looks like:

There are many ways to measure how successful our communications plan is. The Museum already has in place a series of reporting mechanisms that allow us to measure current performance. The Comms and Marketing Team will continue to use these reports to track performance and to demonstrate through trend analysis the uplift and differentiation in audiences that our Midlands site will enjoy post opening of the new exhibition.

11.1 The KPIs that will be used to measure overall success will be as follows:

NB - specific KPI targets will be set nearer the time.

- The hitting of / exceeding of visitor numbers post new exhibition opening
- Growth in Net Promoter Score post new exhibition opening
- Increase in audience diversity in terms of ethnicity, currently less than 13% of total audience, and socio-economic profile, currently visitors from lower socio-economic backgrounds account for 9% of total Midlands' visitors as both outlined in the Midlands Audience Development Strategy
- Increased digital engagement – which should be substantially up on current KPI reports
- Increased online visits to website – which should be substantially up on current KPI reports
- The amount of Advertising Value Equivalency and number of articles produced both online and offline by Public Representation
- Improvement in online reviews about the site (Tripadvisor / Google), plus the site obtaining Gold from Visit Britain's VAQAS scheme.

11.2 Digital Advertising – Growth in website visits, increase in bookings, greater socio-economic and ethnic diversity of visitors, improvement in Net Promoter Score

The Museum will run a series of digital campaigns on various platforms that will target our five key audiences. The appropriate platform will be chosen for the audience that we wish to talk to e.g. Tik Tok for Apprentices. All executions, where platforms allow, will contain Urchin Tracking Modules (UTMs) that will allow us to track the user journey online from advert, to landing page to call to action (book now, sign up now). This will enable us to measure how successful each piece of digital advertising has been from its publication to website activity. Each advert will be tailored to the audience/s that we wish to attract using language and imagery that will chime with them and will specifically target each audience through each platform's segmentation software.

As a secondary measure, all visitors who have booked their activity, will receive an automated email 24 hours after their visit asking them about their experience, its quality, how they heard about the Museum and their postcode. This will enable us to ascertain how great the growth has been in our five key audiences.

11.3 Broadcast advertising (OOH, Bus Sides, Newspapers and Magazines) – Growth in spontaneous awareness, online visits, increased bookings, greater socio-economic and ethnic diversity of visitors, improvement in Net promoter score

All visitors who pre-book their entry into the Museum will receive an automated email the day after their visit that will ask them questions about their experience. As part of this online survey they will be asked to give details about how they heard about the Museum, and we will also ask them for their postcode. This will enable us to track using ACORN the socio-economic profile of our visitors and cross reference whether we have hit various targets.

In addition to this methodology, and subject to the Museum remaining a member of the Association of Leading Visitor attractions, the Museum will conduct a series of face to face rolling interviews with 300 visitors, each 12 months, where we will ask what their motivations were for visiting us, the quality of the experience that enjoyed and how they heard about the Museum.

Success will be measured not only by the Museum hitting its general admission targets, but also by ensuring that our total audience enjoys a greater diversity and that our five target audiences make up a greater proportion of our new visitors.

11.4 Broadcast advertising (Radio) – Growth in spontaneous awareness, growth in greater ethnic and socio-economic diversity, connection with our five key audience groups with specific messaging to drive visitation and engagement

Since 2020, the Museum has been conducting research into spontaneous and prompted awareness, using a third-party agency, which every six months conducts online research into how our visitors have heard about us within the region, using a sample of 10,000 individuals. Our aim is to raise spontaneous awareness of the Midlands regeneration by 5% above its base rate from when this campaign starts.

11.5 Direct Database Marketing (both email and paper-based) – Hyper-targeted communication to each of our target audience segments with relevant messaging to drive digital and physical engagement

Online visitors will be encouraged to sign up our current Midlands e-newsletter, which is sent out monthly, currently (August 2024) to 63,300 people. Success will be measured by the increase in subscriptions and the number of online bookings that this produces. This can be tracked via UTMs and Google Analytics.

Paper based mailings will be sent out to those areas with communities from a wider range of underrepresented ethnic backgrounds and that are socio-economically poorer with an incentive to visit. This incentive is yet to be agreed. Success will be measured by the number of redemptions that this mailing enjoys together with growth in audience diversity which will be tracked through automated mailings sent out to people post visit, and ALVA face to face interviews.

11.6 Social Media – A constant ‘drumbeat’ of messages to all key audiences, providing tactical updates on latest news and reasons & ways to engage

In terms of social media, success is measured in increased engagement and followers. We can evaluate interest in the Delivery Phase of the project by recording the engagement with our posts on the project. Do our audiences have further questions? Are they commenting that they’re excited about the future? Social media offers a platform with which to measure the success of the communication plan.

Furthermore, interest in the plan should translate to an increase in website visits as people seek more information about the future of the Museum and what is coming up over the next few months and years. This can be measured not just through page visits, but also time spent on page and scroll depth.

12. The Plan:

The Comms and Marketing Plan will be reviewed by the team on a six-monthly basis throughout the Delivery Phase. This is to ensure the content is still relevant, accurate, and considers any major changes to the Inspiring Everyone Programme, or the introduction of new technologies / forms of communication.

Phase 1 The Build Phase: Key Actions (May 2025 – January 2027)					
During the Build Phase, the Comms and Marketing team will begin to build and broaden awareness of the Museum through our digital platforms with social media activities, e-newsletter updates, and behind-the-scenes blog posts. We will nurture our connection with local audiences through the promotion of co-curation work for various elements of the project, volunteering opportunities, and celebrating key dates & anniversaries that resonate with our key target audiences. We will keep staff, volunteers and key stakeholders informed with developments on the IEP. We will develop the Museum's media database to build communication with our harder to reach audiences and prepare statements for the press on key project updates.					
ONSITE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
NLHF will be acknowledged throughout the build phase with a physical presence on site . This will include an IEP display with NLHF branded boards located in the Visitor Centre, with accompanying IEP video playing on a TV screen. NLHF branded boards will be used to support other temporary displays related to the IEP.	2,3,4,5	Talking head will be the project lead i.e. Community Engagement Manager	- All target audiences - All cross-cutting priorities	Ongoing	Michelle
The Comms team will develop content by working with departments to capture appropriate imagery to support news stories. We will work together to identify stories that would appeal to our online audiences and the media. New imagery will reflect the diversity of	2,3,4,5	Photos and video footage to be captured. A broad range of content across departments will be created. Each department will be tasked with producing a minimum of 3 pieces of	- All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ad hoc	Michelle Sheridan Rob

the region, to be used for promotional materials in print and online. We will support departments with developing messaging, the creation of artwork, and print materials for promoting their activities.		content to promote various aspects of the exhibition. Staff leading various elements will be encouraged to speak/appear on camera at times.			
Press releases will be distributed to media promoting events and interesting news stories and updates on the IEP. This will be pushed out to our general database but can also be targeted to specific publications/media outlets dependant on the topic.	2,3,4,5,13	The Museum's media database will be developed to include publications and media outlets that target our harder to reach and underrepresented audiences. Colleagues relevant to individual news stories will be put forward for interviews.	- All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ongoing	Michelle Ajay
As work commences there will be a 'Breaking Ground' photo opportunity . This will see key members of the project team with representatives from our expert advisory groups putting spade in the ground. Photos will be used to launch to programme and issued with a press release and shared via our online channels.	1,2,3,4,13	Key members of the project team and advisory groups to be available for the photo op and follow up interview opportunities.	- All target audiences - All cross-cutting priorities	When building work commences	Michelle Ajay Sheridan
ONLINE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
When departments have a special event or a major milestone in their IEP project work, the	This will be dependent	Teams will be able to share photos and video content	Families	Ad hoc	Sheridan

Comms Team will work with these teams on a social media takeover. Social media is how our younger visitors first engage with the Museum, we want to spark their curiosity.	upon the content created plus 1,4 and 5	with more of a 'real time' 'behind-the-scenes' access feel to the content. Staff and volunteers leading on projects will be invited to speak/appear on camera.	• Children and Young People • Adult day trippers		
The Comms and Marketing team will support other departments with promotion of activities in the Midlands monthly e-newsletters. News and events related to the IEP will be shared through the Museum's monthly e-newsletter. Currently (Aug 2024) there are approximately 63,300 subscribers for our Midlands' e-newsletter. Target audiences will be invited via our social media channels (Facebook, X, Linked-in) through a series of organic and boosted posts to sign up to the Midlands monthly e-newsletter. This will keep them, and current Midlands Museum subscribers regularly updated about key landmarks in the IEP.	2,4,5,10,11, 12	Content and updates about the IEP to be shared with the Comms team for inclusion. Quotes / images will be required from project leads	• Families • Children and Young People • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers	Monthly. Stories will feature in the e-newsletter when appropriate	Paul
Document the delivery phase with blog content shared on the Museum's website and promoted via social media. Blogs will be created working alongside members of the local community within our key target audience groups	Messaging will be in accordance with the audience we wish to engage plus 1, 4 and 10	Blog themes to be identified. Information to be gathered/ researched and supporting images to be captured Quotes may be required from project leads	• Families • Children and Young People • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers	Quarterly	Ajay Sheridan

Blog creators will be given 'access days' to the Museum to create short video blogs, focussing on different areas of the Museum, behind-the-scenes					
Keep the NLHF investment and Midlands Development Programme top of people's minds by: • Sharing project updates with regular social media posts • Artist impression photos will be used in conjunction with staff photos holding 'thanks to lottery players' board. Each post will focus on a different element of the programme • NLHF logo to be included on hoarding during the build phase	2,4,5,10,13	Artist impressions are available, to be refreshed as the project progresses Photos of staff in a variety of roles holding NLHF boards already captured Talking head is dependent on the project update	• Families • Children and Young People • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers	Ongoing	Paul Ajay Michelle
Updating of webpages dedicated to the Inspiring Everyone Programme. These will sit within the Midlands section of rafmuseum.org This will include website training for colleagues across departments to enable them to update webpages related to their area of the IEP. By having more colleagues trained in using the website software, it ensures that information is shared online in a timelier manner.	2,4,9,10,11,12,13	Development of relevant content including the production of films and photography detailing various stages of the development project.	• RAFM Internal • All target audiences • All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ongoing	Sheridan

Celebrate key dates that resonate with under-represented audiences/identified target audiences across the region via social media posts and, where appropriate, blog posts. This will help build relationships with a wider online audience and give the Museum a voice in these areas to encourage discussion. Eg Pride, BHM, SAHM, Women's Day, Children's Day, RAF Anniversaries, National Volunteering day etc.	2,4,5,9,12	List of key dates to be defined. Content support from Research and Collections – stories and imagery required.	• Reaching people from a wider range of ethnic backgrounds • People with access requirements and additional needs • Families • Royal Air Force	Ad hoc	Ajay Sheridan
Link into online activities including NLHF social media campaigns to amplify messaging.	2,4,10	Images and content to be generated for each individual campaign.	• Families • Children and Young People • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers • RAFM Internal	Ad hoc	Paul Sheridan
Acknowledgement of any major donations from funders (in addition to NLHF).	2, 4, 10	Comms team to be supplied with funder information. Rep from new funders will be talking head, supported by Head of Development.	• Media • Stakeholders • RAFM Internal	Ad hoc	Paul Michelle Ajay
Ensure the Museum is listed on websites that target our five priority audiences i.e. things to do with the family and accessible days out.	4,9,10,11, 13	Comms to update existing listings and seek out new webpages to submit content.	• Families • Adult day trippers • Reaching people from lower socio-economic backgrounds	Quarterly	Paul Michelle Ajay

			Reaching a wider range of ethnic backgrounds		
Boosting of content and key adverts on digital platforms. The Comms team will amplify messaging related to IEP that is shared by other departments on social media through the Museum's main channels. Paid for adverts can also be used when required to promote activities, targeting specific harder to reach audiences.	4,5,10,11,13	Photo and video content to be generated and posted on social media by the Comms team and other departments.	- Families - Children and Young People - Reaching people from a wider range of ethnic backgrounds - Reaching people from lower socio-economic backgrounds - People with access requirements and additional needs	Ad hoc	Sheridan
Partnerships with local social media influencers with a family focus. The Museum will engage a series of social media influencers based on the target markets that it wishes to attract. These individuals will look and sound like the audiences that we want to attract, using language that will chime with them.	4,9,10,11,12,13	The creation of a minimum of 4 films using influencers that talk to audiences outlined in the next column. Specifically targeting families from lower socio-economic backgrounds and wider ethnic backgrounds.	- Families - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Ad hoc	Sheridan
Improve accessibility pages for people with access needs. In particular how it appears on mobile phones. Needs to be more intuitive and provide most required information. WCAG compliant	4,9,10,11,12,13	Improvements to the website will be informed by feedback from various users with access needs, and actioned by the Comms team	People with access requirements and additional needs	On a rolling basis	Paul Sheridan

Promote Volunteering at the Museum. As a possible answer for mental health issues such as depression, loneliness, and anxiety. This would be a collaboration between the Comms and HR/Volunteering team.	4,9,11,12,13	A series of organic and paid for posts on the Museum's social media channels with various channels being used dependent upon the audience that we wish to talk to e.g. Tik Tok for Apprentices and Interns, Facebook and LinkedIn for Volunteers. These posts would need to be boosted to attract the widest number of applicants.	- Apprentices, trainees, work experience placements and volunteers - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Rolling Programme	Sheridan Michelle
30 second Tik Toks. Record a series of talking head interviews with Volunteers, Interns and Apprentices – either by the individuals doing this themselves or with the assistance of the Comms Team. Each Tik Tok should be fun and upbeat and focus on individuals talking about what they do in their role at the Museum. More importantly, what they receive from their experience, whether improved self-confidence, better mental health, or a foot on the first rung of their career.	Core message will be dependent upon who we are talking to plus 4 and 5	A collaboration between the Comms and HR/Volunteering team. A minimum of 10 such pieces of content being posted.	- Apprentices, trainees, work experience placements and volunteers - Reaching a wider range of ethnic backgrounds	Rolling Programme	Sheridan
General Social Media Adverts. Use content placed on our own social channels and boost it so that we are talking more effectively to the audiences that we wish to attract e.g. those with visual impairments to be part of our Access Panel, 16–19-year-olds for potential apprenticeships.	Core message will be dependent upon who we are	Comms and Marketing Team, with support from other teams for content. Photography / Videography can be taken using in-house resources. Would suggest a	- Apprentices, trainees, work experience placements and volunteers - Reaching people from lower socio-economic backgrounds	Ongoing	Sheridan Ajay

	talking to plus 4 and 5	minimum of 8 posts per annum with an associated budget for boosting each post.	- Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs		
OFFSITE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Promotion of co-curation projects engaging with diverse communities across the region, including: - Projects with local schools - Projects with local community groups	2,3,4,5	Comms team to be updated on projects being run and delivered by other departments. Photos to be captured as supporting content for media and online use. Talking heads will be RAFM Community Engagement Officer and Wolverhampton University rep.	- Families - Children and Young People - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs	Ongoing	Michelle Paul
Partner up with two local schools to arrange visits to see the development in progress and design panels and hoardings which will be used across site during the period of development as outlined in the Action Plan. This partnership can also extend to designing content such as Christmas cards and adverts.	2,3,4,5	Staff resources within the Comms and Marketing team with support from the Access and Learning team and local schools.	- Children and Young People - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	To commence when the building work starts	Paul

INTERNAL ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Internal comms will keep staff and volunteers updated , including: - Regular Intranet updates shared with colleagues - Updates in webinars and staff forums - IEP information board in the main office with content and project updates to be refreshed on a regular basis - Regular Volunteering e-newsletter updates - Training on key messaging for paid staff and volunteers	2,3,4,5	Comms team to be updated with PR opportunities including: - New artist impressions/images - Project developments - New partnerships Talking head is dependent on the project update	RAFM Internal	Ongoing	Ajay Michelle
Work with Comms and Marketing Volunteers - Bloggers in Residence - Remote Editor / Content Creator - Social Media Support	2,3,4,5		- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers	Ad hoc	Sheridan Ajay Rob
Distribute stakeholder activity relevant to the IEP to all our media platforms.	2,3,4,5	Content on the story including images and quotes	- Media - Stakeholders	Ad hoc	Ajay Michelle Paul
Develop media database relevant to the diverse communities across the Midlands, including volunteering media contacts, to	2,3,4,5,12	Staff resources to add to databases	Media	Ongoing	Ajay Michelle

ensure news and project opportunities reach as diverse audiences as possible.					
Develop reactive communication statements for the IEP and NLHF investment that can be used as responses to public, media or social media comments.	3,4,9,10,12	Support from other departments such as Operations, Collections, Exhibitions, and Development, to provide info and context in order to develop responses	Media	Ongoing	Ajay Michelle
- Develop a FAQs for the project to be shared internally with colleagues - Develop a series of risk related responsive quotes - Implement our communication tree when responding to criticism					
In keeping with the Museum's ambitions to become a carbon net zero organisation , print materials will be kept to a minimum and when required will be responsibly sourced from local suppliers. Online activities will be the preferred form of communication in most cases.	3,4,5,10,11, 12	Text and images, creative design	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - RAFM Internal - Stakeholders - Media	Ongoing	Paul
Develop a pool of contractors from underrepresented communities e.g., photographer, videographers, content creators, design agencies, pool out work to them regularly.	1,3,4,5,9	Content to be generated throughout the delivery phase	- Families - Children and Young People - Adult day trippers - Royal Air Force	Ongoing	Michelle Ajay

			• Apprentices, trainees, work experience placements and volunteers • RAFM Internal • Stakeholders • Media		
The Comms team will support initiatives being delivered by other departments including: • Community Engagement activities such as - Carers Café, promotional materials for care homes, marketing materials for the community grant scheme, and my favourite object activity, promotion of temporary exhibitions that focus on RAF connections: The Black / Asian British Experience • Research department activities such as - the promotion of proactive collecting 1980s onwards	2, 3, 6, 9, 11, 12, 13	Content to be developed throughout the delivery phase	• Royal Air Force • Reaching people from lower socio-economic backgrounds • Reaching a wider range of ethnic backgrounds • People with access requirements and additional needs	Ongoing	Paul Michelle Sheridan

Phase 2 Preparing for Launch / Exhibition Opening: Key Actions (February 2027 – July 2027)

During Phase 2, the Comms and Marketing team will build excitement and spark curiosity for the Midlands site's redevelopment with regular project updates, leading up to the official opening. Content that reflects the diversity of the region will populate a new Inspiring Everyone Programme section of the website which showcases the site's transformation. This will also include improvements to the accessibility pages of the site. The Comms team will work closely with the media in the build up to the opening of the new spaces and deliver media training for key colleagues in preparation for interviews. Paid for advertising promoting multigenerational visits, new displays, interactive highlights, and free entry messaging, will commence with radio, digital, and print campaigns, targeted in key areas. The team will also begin working with social media influencers who have an established relationship with audiences we are trying to connect with. See **Appendix C** for a breakdown of activities leading up to the opening. This will be developed in further detail nearer the time.

ONSITE ACTIVITIES

ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
The Comms team will develop content by working with departments to capture appropriate imagery to support news stories. We will work together to identify stories that would appeal to our online audiences and the media. New imagery will reflect the diversity of the region, to be used for promotion materials in print and online. We will support departments with developing messaging, the creation of artwork, and print materials for promoting their activities.	2,3,4,5	Photos and video footage to be captured. A broad range of content across departments will be created. Each department will be tasked with producing a minimum of 3 pieces of content to promote various aspects of the exhibition. Staff leading various elements will be encouraged to speak/appear on camera at times	- All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ad hoc	Michelle Sheridan Rob
Promotion of Behind-the-Scenes Activities created by Public Events Team Midlands. Once these activities have been developed,	8, 10	Organic and paid for posts on the Museum's social media channels	All target audiences	Ad hoc	Michelle Paul Sheridan

the Comms team will provide them with sufficient support to promote these events so that they are fully attended and people respond to them in a positive manner, having a realistic expectation of the offer.		with various channels being used dependent upon the audience that we wish to talk to e.g. Facebook and Instagram for Families or Tik Tok for Young People with children. These posts would need to be boosted to attract the widest number of applicants.	All cross-cutting priorities, dependent upon what event / activity we are promoting		
Press releases will be distributed to media promoting the opening of the brand-new exhibition, collections hub and learning centre. This will be pushed out to our general database but can also be targeted to specific publications/media outlets dependant on the topic.	2,3,4,5,13 plus any other messaging appropriate for the audience press release is written for	The Museum's media database will be developed to include publications and media outlets that target our harder to reach and underrepresented audiences. This greater awareness of the Museum's activities will help drive footfall and online engagement.	- Media - All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ongoing	Michelle Ajay
Traditional media. Bearing in mind the impact of the IEP across the region, the Comms team will tie in with local and niche media for regular updates/stories. Also, to use the Museum as a location e.g., weather reports/outside broadcasts.	2,3,4,5,13	Opportunities to be identified by the Comms team working with other departments. The Team already uses a live database containing all the details of every	- Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds - Families - Adult day trippers - Royal Air Force	When new spaces are nearing completion / newly opened	Michelle Ajay

		single Journalist in the U.K.	Apprentices, trainees, work experience placements and volunteers		
ONLINE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Keep the NLHF investment and Midlands Development Programme top of people's minds by: - Sharing project updates with regular social media posts - Images of the new exhibition / learning centre being installed will begin to build interest and spark curiosity with online followers. Posts will tag in the NLHF - In any interviews about the project in the build up to, and opening of the new spaces, the NLHF will be mentioned - NLHF will be credited within any press release about the new spaces.	2,4,5,10	Talking head is dependent on the project update. Images of the spaces 'coming to life' to be captured on a rolling basis.	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers	Ongoing	Paul Ajay Michelle Sheridan
Facebook pay per click campaign specifically targeting grandparents, which talks about various activities that their grandchildren can do, specifically to promote intergenerational visiting.	2,3,4,10,11, 13	The creation of a minimum of 4 different advert created for 2 campaigns highlighting various audiences.	- Families - Reaching people from lower socio-economic backgrounds - Reaching wider ethnic backgrounds	To start a month prior to building being completed and opening	Paul

This form of communication / advertising should effectively reach those audiences that might be harder to reach than normal via more traditional forms of advertising.			People with access requirements and additional needs		
Celebrate key dates that resonate with under-represented audiences/identified target audiences across the region via social media posts and, where appropriate, blog posts. This will help build relationships with a wider online audience and give the Museum a voice in these areas to encourage discussion. Eg Pride, BHM, SAHM, Women's Day, Children's Day, RAF Anniversaries, National Volunteering day etc.	2,4,5,9,12,13	List of key dates to be defined Content support from curatorial	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs	Ad hoc	Ajay
Updating webpages dedicated to the Inspiring Everyone Programme . These will sit within the Midlands section of rafmuseum.org Regular refresh of the pages with new imagery and information on related community projects Pages will become more prominent in the build up to and opening of the new exhibition.	1,2,3,4,5,13	Development of relevant content including the production of films and photography detailing various stages of the development project.	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers	Ongoing	Sheridan Paul
News related to the IEP will be shared through the Museum's monthly e-newsletter , including a 'opening soon' and 'now open' special feature. This will maximise the	1,2,3,4,5	Content and updates about the IEP to be shared with the Comms team for inclusion.	- Families - Children and Young People - Adult day trippers	Monthly. Stories will feature in the e-newsletter	Paul

awareness of the new spaces with ‘warm’ audiences to encourage visits Target audiences will be invited via our social media channels (Facebook, Twitter, Linked-in) through a series of organic and boosted posts to sign up to the Midlands monthly e-newsletter. Currently (August 2024) there are approximately 63,300 subscribers for our Midlands site.		Quotes / images will be required from project leads.	• Royal Air Force • Apprentices, trainees, work experience placements and volunteers • Reaching a wider range of ethnic backgrounds • Reaching people from lower socio-economic backgrounds • People with access requirements and additional needs	when appropriate	
The Comms team will work with teams on a social media takeover, focusing on major milestones in the project, such as the process of installing new displays / aircraft	This will be dependent upon the content created plus 1,4 and 5	Teams will be able to share photos and video content with more of a ‘real time’ ‘behind-the-scenes’ access feel to the content.	• Families • Children and Young People • Adult day trippers	Ad hoc	Sheridan
Boosting of content and key adverts on digital platforms. The Comms team will amplify messaging related to IEP that is shared by other departments on social media through the Museum’s main channels. Paid for adverts can also be used when required to promote activities, targeting specific harder to reach audiences.	1,2,3,4,10	Photo and video content to be generated and posted on social media by the Comms team and other departments.	• Families • Children and Young People • Reaching a wider range of ethnic backgrounds • Reaching people from lower socio-economic backgrounds	Ad hoc	Sheridan
Broaden our database of digital influencers that resonate with our target audiences. Perhaps work with a few as formal ambassadors. We need to be very open to	As per the audience that we wish to	Minimum of 2 separate films targeting key audiences by digital influencers	• People with access requirements and additional needs	On a rolling basis, once the exhibition is in soft opening	Sheridan Michelle Ajay

what they do, e.g. Mums day's out to dancers/comedians etc.	target plus 4,5,10		• Reaching people from lower socio-economic backgrounds • Reaching a wider range of ethnic backgrounds • Families • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers	phase and the influencers are able to record their content in an environment that is a true representation of the Museum offer.	
Influencer Partnership. The Museum partners with popular influencers who resonate with children and young people. Influencers create engaging content, such as vlogs, challenges, and behind-the-scenes tours of the Museum, to be shared on their social media channels	4,5,6,12,13	Staff resources to seek out influencers, set parameters of collaboration, organise visit and re-share content. This activity may also require covering tickets costs and providing access to experiences	• Families • Children and Young People • Reaching people from lower socio-economic backgrounds • Reaching a wider range of ethnic backgrounds	To start a month prior to building being completed and opening	Michelle Sheridan
Website listings focussed on family days out. Research and start posting listings on various days out platforms that are attractive to families and that have been specifically created to attract families: e.g. Hoop, Raring 2 Go, Time Out Birmingham.	4,10,11,12,13	Editorial text to be written in-house, accompanied by a selection of images	• Families • Reaching people from lower socio-economic backgrounds • Reaching a wider range of ethnic backgrounds • People with access requirements and additional needs	On a rolling basis once events calendar has been finalised prior to exhibition opening	Sheridan Paul

Improve accessibility pages for people with access needs. In particular how it appears on mobile phones. Needs to be more intuitive and provide most required information. WCAG compliant	4,9,10,11,12, 13	Improvements to the website will be informed by feedback from various users with access needs, and actioned by the Comms team	People with access requirements and additional needs	On a rolling basis	Paul Sheridan
Promote Volunteering at the Museum. Several new volunteering roles will become available as the new spaces open. Volunteering is a possible answer for mental health issues such as depression, loneliness, and anxiety. Would look at teaming up with a medical authority to authenticate this.	4,9,11,12,13	A collaboration between the Comms and HR/Volunteering team. A series of organic and paid for posts on the Museum's social media channels with various channels being used dependent upon the audience that we wish to talk to e.g. Tik Tok for Apprentices and Interns, Facebook and Linked in for Volunteers. These posts would need to be boosted to attract the widest number of applicants.	- Apprentices, trainees, work experience placements and volunteers - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Rolling programme	Sheridan
30 second Tik Toks. Record a series of talking head interviews with Volunteers, Interns and Apprentices – either by the individuals doing this themselves or with the assistance of the Comms Team. Each Tik Tok should be fun and upbeat and basically be about each individual talking about what they do in their role at the Museum, but more importantly, what they receive from their experience, whether	2,3,4	A collaboration between the Comms and HR/Volunteering team. A minimum of 10 such pieces of content being posted.	- Apprentices, trainees, work experience placements and volunteers - Reaching a wider range of ethnic backgrounds	Rolling Programme	Sheridan

improved self-confidence, better mental health of a foot of the first rung of their career.					
General Social Media Adverts. Use content placed on our own social channels and boost it so that we are talking more effectively to the audiences that we wish to attract e.g. those with visual impairments to be part of our Access Panel, 16–19-year-olds for potential apprenticeships.	Core message will be dependent upon who we are talking to plus 4 and 5	Comms and Marketing Team, with support from other teams for content. Photography / Videography can be taken using -in house resources. Would suggest a minimum of 8 posts per annum with an associated budget for boosting each post.	• Apprentices, trainees, work experience placements and volunteers • Reaching people from lower socio-economic backgrounds • Reaching wider ethnic backgrounds	Ongoing	Sheridan Ajay
Ensure the Museum is listed on websites that target our five priority audiences i.e. things to do with the family and accessible days out.	3,4,5,10,13	Comms to update existing listings and seek out new webpages to submit content	• Families • Adult day trippers • Reaching people from lower socio-economic backgrounds • Reaching a wider range of ethnic backgrounds • People with access requirements and additional needs	Quarterly	Paul Michelle Ajay
Link into online activities including NLHF social media campaigns to amplify messaging.	2,3,4,5	Images and content to be generated for each individual campaign	• Families • Children and Young People • Adult day trippers • Royal Air Force • Apprentices, trainees, work experience placements and volunteers • RAFM Internal	Ad hoc	Paul

OFFSITE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Digital Radio Stations. Use digital radio stations to target specific types of families via the required socio-economic and ethnic backgrounds. This will also target our cross-cutting audiences.	4,5,10,11, 12, 13	In-house staff resources are sufficient to plan such campaigns	- Families - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs	To start a fortnight prior to building being completed and opening and two run for a further 4 weeks after opening	Paul Michelle
Targeted mailings to families in key local areas such as RAF Cosford / Albrighton and those areas that are socio-economically poorer. Suggested format would be a propeller mailing that would point to key events taking place each month that would be attractive to families.	4,5,10,11, 12, 13	In house staff from Comms Team plus Design Team support to develop the text and design. Minimum of four mailings - first two weeks before opening of the main exhibition. Then on a 3 monthly period after this prior to a major holiday to drive family traffic forward	- Families - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	4 mailings at 3 monthly intervals with first mailing going out 2 weeks prior to the exhibition opening	Paul
Promotional Offer for RAF Personnel in RAF News. Create and promote a specific offer for RAF Personnel that is then promoted through the RAF Paper, RAF News and which	4,5,9,12, 13	In house staff from Comms Team, plus external advertising setting agency	- Royal Air Force - Reaching a wider range of ethnic backgrounds	3 adverts spaced out during the first two months of	Paul Michelle

would also be picked up and promoted by various RAF Hives. This form of communication / advertising should effectively reach those audiences that might be harder to reach than normal via more traditional forms of advertising.				the exhibition opening	
Push news and events out regularly to RAF Hives. Quite often this form of communication is used by RAF Personnel and their families to decide what activities that they will do in their leisure time. By pushing out such content on a regular basis, we build up a greater awareness amongst RAF Personnel of the differing events that they and their families can attend. This should over time lead to a greater propensity of such individuals visiting us.	4,5,9,10,12,13	Comms and Marketing In-house content production team	- Royal Air Force - Reaching a wider range of ethnic backgrounds	On a rolling basis once events calendar has been finalised prior to exhibition opening	Ajay Michelle
Linking with coach / travel trade directories. Making sure the Museum is well represented in coach and travel directories. We could incentivise coach drivers to choose us as a stop by offering a free lunch.	4,5,6,7,10,13	Staff resources from within the Comms and Marketing team to update listings. To book a minimum of 5 adverts in key directories and to bolster this activity further by placing content on free listing platforms	- Families - Adult day trippers	Before exhibition opens to the public as various directories come up for renewal	Michelle Ajay

INTERNAL ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED	TARGET AUDIENCE	TIMESCALE	LEAD
Internal comms will keep staff and volunteers updated , including: - Regular Intranet updates shared with colleagues - Updates in webinars and staff forums - IEP information board in the main office with content and project updates to be refreshed on a regular basis - Regular Volunteering e-newsletter updates - Training on key messaging for paid staff and volunteers	1,2,3,4 plus any core message appropriate to the piece of content	Comms team to be updated with PR opportunities including: - New artist impressions/images - Project developments - New partnerships Talking head is dependent on the project update.	RAFM Internal	Ongoing	Ajay Michelle
Review and update the reactive communication statements already developed for the IEP and NLHF investment. These will be used as responses to public, media or social media comments - Review and update FAQs for the project and re-share internally with colleagues - Review and update the risk related responsive quotes - Implement our communication tree when responding to criticism	1,2,3,4 plus any core message appropriate to the piece of content	n/a	Media	Ongoing	Ajay Michelle
Distribute media invites for official opening of new exhibition. Media will be invited to see the new exhibition and spaces prior to public	1,2,3,4,5,10	Comms team will work with the design team to create an exciting invite	- Media - Stakeholders	6 Weeks prior to official opening with a reminder sent	Michelle Ajay

opening. This may include a Royal Opening (tbc, and see below)		for media and stakeholders There will be interview and filming ops on the day, staff will be required to speak on camera		2 weeks prior to opening	
In keeping with the Museum's ambitions to become a carbon net zero organisation, print materials will be kept to a minimum and when required will be responsibly sourced from local suppliers. Online activities will be the preferred form of communication in most cases.	3,4,5,10,11,12,13	Text and images, creative design	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - RAFM Internal - Stakeholders - Media	Ongoing	Paul
Distribute stakeholder activity relevant to the IEP to all our media platforms	1,2,3,4,9,11,12	Content on the story including images and quotes	- Families - Media - Stakeholders	Ad hoc	Ajay Michelle Paul
Media training with the Chartered Institute of Public Relations (CIPR) will be organised for staff and volunteers from departments who would be required to speak with media about the IEP. Such interview requirements will include aircraft/object moves from Stafford, new Learning Centre etc. Training will include Radio and TV interview workshops.	2,3,4,5,6,10,11,12	Staff time to participate in training sessions. Staff and Volunteers will be better prepared and become more confident in effectively delivering messaging about the IEP with the media.	- Staff - Volunteers	Delivered on two separate occasions to ensure all the required staff are trained	Ajay Michelle

Tourism press day. Invite local tourism press to the Museum to show off the site and foster networks. Make sure we are top consideration for tourism websites, magazines, and social media pages	2,3,4,5,6,8,10,11,12,13	Staff resources within the Comms and Marketing team to arrange / host media day, and the continued relationships Talking heads for the new exhibition, Collections Hub and Learning Centre to be available on the day.	- Media - Adult day trippers - Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs	During the soft opening period of the exhibition	Michelle Ajay
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Phase 3 Maintaining Momentum: Key Actions (August 2027 – December 2028)

Phase 3 of the plan is about maintaining momentum and interest in the new displays. The Comms team will build on the relationships we have established and continue to grow our new audiences through general advertising to promote visits. We will keep the IEP top of people's minds by sharing regular engaging content that will appeal to our key target audiences. The team will host media visits to see the new display for filming, photo and interview ops. The post-opening audience research will commence, enabling us to measure the success of the campaigns, in reaching key target groups.

ONSITE ACTIVITIES

ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
The Comms team will develop content by working with other departments to identify stories that would appeal to our online audiences and the media. New imagery will reflect the diversity of the region and show visitors engaging with the new spaces. Content will be used for promotional materials in print and online.	2,3,4,5	Photos and video footage to be captured A broad range of content across departments will be created. Each department will be tasked with producing a minimum of 3 pieces of content to promote	- All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ad hoc	Michelle Sheridan Rob

We will support departments with developing messaging, the creation of artwork, and print materials for promoting their activities.		various aspects of the exhibition.			
Promotion of Behind-the-Scenes Activities created by Public Events Team Midlands. Once these activities have been developed, the Comms team will provide them with sufficient support to promote these events so that they are fully attended and people respond to them in a positive manner, having a realistic expectation of the offer.	8, 10, 13	Organic and paid for posts on the Museum's social media channels with various channels being used dependent upon the audience that we wish to talk to e.g. Facebook and Instagram for Families or Tik Tok for Young People with children. These posts would need to be boosted to attract the widest number of applicants.	- All target audiences - All cross-cutting priorities, dependent upon what event / activity we are promoting	Ad hoc	Michelle Paul Sheridan
Press releases will be distributed to media promoting interesting news stories about the new exhibition and Collections Hub. This will be pushed out to our general database but can also be targeted to specific publications/media outlets dependant on the topic.	2,3,4,5 plus any other messaging relevant to the targeted audience.	The Museums media database will continue to be updated as new contacts are identified.	- All target audiences - All cross-cutting priorities, dependent upon what event / activity / news we are promoting	Ongoing	Michelle Ajay

ONLINE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Link into online activities including NLHF social media campaigns to amplify messaging.	2,3,4,5	Images and content to be generated for each individual campaign.	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - RAFM Internal	Ad hoc	Sheridan Paul
Celebrate key dates that resonate with under-represented audiences/identified target audiences across the region via social media posts and, where appropriate, blog posts. This will help build relationships with a wider online audience and give the Museum a voice in these areas to encourage discussion. Eg Pride, BHM, SAHM, Women's Day, Children's Day, RAF Anniversaries, National Volunteering day etc.	2,4,5,9,12, 13	List of key dates to be defined Content support from curatorial Images of various audiences' groups to be captured in the new exhibition spaces	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - Reaching a wider range of ethnic backgrounds - People with access requirements and additional needs	Ad hoc	Ajay Sheridan
Keep the NLHF investment and Midlands Development Programme top of people's minds by: Sharing images and videos footage of the new exhibition spaces, Learning Centre, Collections Hub and outdoor realms	2,4,5,10, 13	Artist impressions are available Photos of staff in a variety of roles holding NLHF boards already captured	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers	Ongoing	Paul Sheridan Ajay Michelle

- NLHF will be tagged into such posts about the new spaces - NLHF will be credited within any press release about the new displays.		Talking head is dependent on the project update.			
News and events related to the new spaces will be shared through the Museum's monthly e-newsletter. Currently (August 2024) there are approximately 63,300 subscribers for our Midlands site. Target audiences will be invited via our social media channels (Facebook, Twitter, Linked-in) through a series of organic and boosted posts to sign up to the Midlands monthly e-newsletter.	2,4,5,10,11, 12, 13	Quotes / images may be required from project leads.	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers	Monthly. Stories will feature in the e-newsletter when appropriate.	Paul
The Comms team will continue to work with teams on social media takeover days. This may focus on highlights of the new exhibition, or interesting objects in the collections hub for example, sparking their curiosity.	This will be dependent upon the content created plus 1,4 and 5	Teams will be able to share photos and video content with more of a 'real time' 'behind-the-scenes' access feel to the content.	- Families - Children and Young people - Adult day trippers - Reaching people from a wider range of ethnic backgrounds	Ad hoc	Sheridan
Boosting of content and key adverts on digital platforms. The Comms team will amplify messaging related to IEP that is shared by other departments on social media through the Museum's main channels. Paid for adverts can also be used when required to promote activities, targeting specific harder to reach audiences.	This will be dependent upon the content created plus 4, 5 and 10	Photo and video content to be generated and posted on social media by the Comms team and other departments.	- Families - Children and Young People - Reaching a wider range of ethnic backgrounds - Reaching people from lower socio-economic backgrounds	Ad hoc	Sheridan

Influencer Partnership. The Museum partners with popular influencers who resonate with children and young people. Influencers create engaging content, such as vlogs, challenges, and behind-the-scenes tours of the Museum, to be shared on their social media channels.	4,5,6,12, 13	Staff resources to seek out influencers, set parameters of collaboration, organise visit and re-share content. This activity may also require covering tickets costs and providing access to experiences.	- Families - Children and Young People - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Ad hoc	Michelle Sheridan
Improve accessibility pages for people with access needs. In particular how it appears on mobile phones. Needs to be more intuitive and provide most required information. WCAG compliant. Ensure pages are updated with information and images related to the new spaces.	4,9,10,11, 12, 13	Improvements to the website will be informed by feedback from various users with access needs and actioned by the Comms team.	People with access requirements and additional needs	On a rolling basis	Paul Sheridan
Promote Volunteering at the Museum. As a possible answer for mental health issues such as depression, loneliness, and anxiety. Would look at teaming up with a medical authority to authenticate this. This would be a collaboration between the Comms and HR/Volunteering team.	4,9,11,12, 13	A series of organic and paid for posts on the Museum's social media channels with various channels being used dependent upon the audience that we wish to talk to e.g. Tik Tok for Apprentices and Interns, Facebook and Linked in for Volunteers. These posts would need to be boosted to attract the widest number of applicants	- Apprentices, trainees, work experience placements and volunteers - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Rolling Programme	Sheridan

30 second Tik Toks. Record a series of talking head interviews with Volunteers, Interns and Apprentices – either by the individuals doing this themselves or with the assistance of the Comms Team. Each Tik Tok should be fun and upbeat and basically be about each individual talking about what they do in their role at the Museum, but more importantly, what they receive from their experience, whether improved self-confidence, better mental health of a foot of the first rung of their career.	Core message will be dependent upon who we are talking to plus 4 and 5	A collaboration between the Comms and HR/Volunteering team. A minimum of 10 such pieces of content being posted.	- Families - Apprentices, trainees, work experience placements and volunteers	Rolling Programme	Sheridan
General Social Media Adverts. Use content placed on our own social channels and boost it so that we are talking more effectively to the audiences that we wish to attract e.g. those with visual impairments to be part of our Access Panel, 16–19-year-olds for potential apprenticeships.	Core message will be dependent upon who we are talking to plus 4 and 5	Comms and Marketing Team, with support from other teams for content Photography / Videography can be taken using -in house resources. Would suggest a minimum of 8 posts per annum with an associated budget for boosting each post	- Apprentices, trainees, work experience placements and volunteers - People with access requirements and additional needs - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Ongoing	Sheridan Ajay

OFFSITE ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Work with RAF Marketing and Comms to share and support content. The general public are interested in various aspects of the RAF. By pushing out content that is created by the RAF on our own channels we would be seen to be supporting RAF Marketing and Comms in their objectives while providing valuable insight for our other audiences in the various aspects of RAF day to day life	6,9	As we would be pushing out RAF content that had already been produced there would be no net cost to the Museum. The only cost would be staff time	- Families - Royal Air Force - Reaching a wider range of ethnic backgrounds	Ad hoc once the exhibition has opened	Sheridan
Working alongside the Customer Care Team who are currently responsible for the Group Travel Trade enquiries, the Comms and Marketing team will develop a travel trade, day tripper offer. The creation of the travel trade offer would happen following consultation with travel trade companies and group travel specialists. The net result would be the increasing reach of RAF stories and regular repeat business, creating a more resilient organisation. Evaluation would be by the number of bookings, number of people attending, and the amount of income raised by the bookings.	1, 5, 6, 7, 8, 10, 11, 12, 13	Attendance of two travel trade shows per year to raise awareness of offer. Become a member of Visit Shropshire and support their promotional activities. Join travel trade association to enable the Museum to distribute information to travel trade companies.	- Adult day trippers - Royal Air Force	This activity to commence from 12 months before official opening date and run on a rolling basis.	Paul

INTERNAL ACTIVITIES					
ACTIVITY / DELIVERY METHOD	KEY MESSAGE	CONTENT REQUIRED / TALKING HEAD	TARGET AUDIENCE	TIMESCALE	LEAD
Comms team will host media visits to view, film and photograph the new exhibitions and spaces. This activity will help generate increased awareness of the Museum and help drive footfall.	4,5,6,7,8,10	Staff may be required for interviews. Talking head will be dependent upon which area of the project we are promoting. Primarily this will be the Curatorial team	- Media - Reaching people from lower socio-economic backgrounds - Reaching a wider range of ethnic backgrounds	Ad hoc	Michelle
Internal comms will keep staff and volunteers updated , including: - Regular Intranet updates shared with colleagues - Updates in webinars and staff forums - IEP information board in the main office with content refreshed on a regular basis - Regular Volunteering e-newsletter updates - Training on key messaging for paid staff and volunteers	Core message will be dependent upon individual piece of content plus 4 and 5	Comms team to be updated with PR opportunities including: - New artist impressions/images - Project developments - New partnerships Talking head is dependent on the project update	- Families - RAFM Internal	Ongoing	Ajay Michelle
Commence post opening audience research. This activity will measure the success of the marketing campaign. Have we managed to diversify and grow our audiences?	3,4,9,11,12	Comms team to tender activity to Midlands based research companies. Research to be conducted during and after delivery phase	- All target audiences - All cross-cutting priorities	Twice. During delivery phase (post opening) and after delivery phase to measure the lasting effects	Paul Tim

In keeping with the Museum's ambitions to become a carbon net zero organisation, print materials will be kept to a minimum and when required will be responsibly sourced from local suppliers. Online activities will be the preferred form of communication in most cases.	3,4,5,10,11,12, 13	Text and images, creative design	- Families - Children and Young People - Adult day trippers - Royal Air Force - Apprentices, trainees, work experience placements and volunteers - RAFM Internal - Stakeholders - Media	Ongoing	Paul
Distribute stakeholder activity relevant to the IEP to all our media platforms	1,2,3,4,9,11,12	Content on the story including images and quotes	- Media - Stakeholders	Ad hoc	Ajay Michelle Paul

RAF Museum / National Lottery Heritage Fund Comms Liaison:

Tim Allnutt RAFM Head of Comms and Marketing	tim.allnutt@rafmuseum.org 07730 476919	Responsible for: Overseeing Comms and Marketing Department
Michelle Worthington RAFM Communications Manager	michelle.worthington@rafmuseum.org 07500 938 260	Responsible for: Media and Communications
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Sheridan Ming RAFM Digital Marketing Executive	sheridan.ming@rafmuseum.org	Responsible for: Online platforms
Robert Wright RAFM Content Producer (Audio Visual)	Robert.wright@rafmuseum.org	Responsible for: Filming and editing video content

Appendix A: Standard Marketing Activity

Paid For

- Advertising (Magazines) – Booked in key publications that target key audiences e.g., families at both sites: Metro newspaper Birmingham, Raring 2 Go for Midlands.
- Advertising (Radio) – targeting key audiences such as families at key periods during the year, using creative, fun adverts that capture the imagination by talking directly to the person listening. Previous campaigns have substantially increased the diversity of the Museum's visitors and enabled us to reach previously dis-enfranchised audiences.
- Online advertising campaigns, using Search, Meta and Instagram. Each campaign will use language and imagery attractive to the audience being targeted. Each advert will emphasise benefits of a particular experience or offer for a particular audience – as well as the fact that the Museum is a great value FREE day out, expenditure considered a major barrier to those living in more deprived areas.
- Posters – These are personalised to the locality where they are on display and outline the main benefits of a visit to the audience that we wish to attract. To ensure that hard to reach audiences are effectively communicated to, posters are distributed via customer touchpoints that they would use in their day to day lives, from the local hairdresser, butcher, public house to the local gym, library, community hall and advice group.
- Leaflets – DL/A5 in size folding out to A4, detailing key elements of the Museum offer such as its Free Admission, including gems of the collection and key parts of the offer e.g., special events. Again, personalised to the local area where they are distributed and containing information required by key audiences to re-assure them that we have thought of their barriers and have come up with effective solutions for them to have a fun day out e.g. all areas of the Museum are designed to be accessible as possible and that we have a Changing Places Toilet on-site.

Owned

- Dedicated E-shots sent out the last Thursday of each month to our Midlands database detailing upcoming events, acquisitions and projects that would be of interest to our targeted audiences. To attract new subscribers, who are part of our targeted audiences, we will incentivise them to sign up to these newsletters by creating a simple competition where each month 5 families can win a free day at the Museum with catering, all paid-for experiences, catering up to £30 and gifts to the value of £30 paid for by the Museum.
- Use of our social media channels to post arresting content that will attract and speak to target audiences with a call to action to book their tickets / free entry now. Messaging to be tailored to each individual channel, maximising engagement, and bookings. Such channels will also be used to highlight competitions such as the one above, which will be boosted specifically to reach out to our targeted audiences.

- Use of our social media channels to push out PR generated news and imagery from events and projects to highlight key stages / developments on-site that would be of interest to targeted audiences – e.g., Development of site plans by University of Wolverhampton Architecture students / the creation of a new entrance mural by visitors to the Museum.
- Use of key words and phrases on website (SEO and SEM) that target key audiences effectively introducing the Museum to people as they conduct online searches with various online search platforms at key moments during their day e.g., the mother looking on her smart device while she is out shopping for free local activities for her children to do.
- Daily management of the Museum's AdWords grant, pushing the Museum's website further up google listings under key words and phrases e.g., family days out in the Midlands. Again, enabling key audiences to discover the Museum while out or at home planning their leisure time activities for later.

Earned

- Development of rolling ongoing partnerships with key publications and organisations both local and regional, that highlight the core Museum offer / events that would be of interest to targeted audiences – e.g. findapprenticeships.co.uk, Age UK, local colleges.
- Online listings to be rolled out on key platforms read by targeted audience such as Mumsnet, Time Out, Shropshire Star and promoted by the development of relationships with key organisations that talk to our targeted audiences, such as the Shropshire Disability Network and Shropshire Autonomy.
- Rolling pro-active PR campaign, promoting key aspects of the Museum's offer, projects or events using live paid-for databases containing the contact details of all UK journalists by publication, sector, and journalistic interest.
- Attendance at key local festivals and events using items from the collection to introduce the Museum to targeted audiences – e.g., attendance at the Cosford Air Show, Shrewsbury Food Festival, Black Country Museum 1940s Weekend, SciFest at the University of Wolverhampton.

Appendix B: Handling Negative Social Media Comments

Handling negative social media comments	
The information below outlines the Museum's process for dealing with and responding to negative online comments.	
Response time	Any complaints received by the Museum about the Midlands Development Project, will be answered in accordance with current Museum complaint procedures, i.e. within 20 days of the complaint being received via email, online form, telephone call.
Who handles responses	The complaint itself will be managed by the Museum's Customer Care Team, with the Museum's Comm's Team drafting the initial response. This draft response will be run past the National Lottery Heritage Fund Comms Team in a timely manner so that it may be amended / signed off within the time frame required by the Museum to respond to such complaints. The individuals within the Comms Team responsible for the drafting of the initial response and liaising with the National Lottery Heritage Fund team over the sign off process will be as per the hierarchy table given above.
Measures in place for RAFM platforms	The Comms Team currently has profanity filters set up on various platforms, so that comments that use inappropriate key words or obscene phrases are not published on our pages. We also have guidelines as to what is inappropriate content for people to publish on our channels and state that we reserve the right to immediate hide such comments and ban an individual from our platforms if the content is judged to be inappropriate / offensive in accordance with a set of published criteria: https://www.rafmuseum.org.uk/contact-us/social-media-code-of-conduct/ Our Social Media Channels – X, Facebook, Linked-in, Instagram are checked twice daily. Positive comments about the Midlands Development Programme will be liked / rebroadcast as appropriate dependent upon the channel. Negative comments that have been published in an appropriate language will be responded to in accordance with the Museum's complaints procedure, if they have not been withdrawn by the publisher within 24 hours of initial publication*, please see below. This procedure currently is that the comment is initially referred by the Museum's Comms Team onto the Museum's Customer Care Team, who will log the comment, and the department upon which the comment touches e.g. exhibitions, if the comment pertains to the exhibition design. The Comms Team will then act as liaison between the Museum Department in question and

	the National Lottery Heritage Fund, drafting the initial response and posting the response on the social media channel in question. *Please note, that sometimes it may not be necessary to do this, as quite often our followers rebut such comments, with the original author then unpublishing their original comment and therefore the chain of comments afterwards. Also a comment may be so blatantly biased, while the language is appropriate, that it may not require a response, operating on the basis that sometimes it is better not to respond / continue the conversation with a disaffected person (i.e. a troll).
Third-party Platforms	With third-party platforms such as Tripadvisor, the Museum follows their policies in terms of responding to comments. If we genuinely believe that a comment is inappropriate due to use of language or content, we will first request that any such comment is unpublished. If the third-party website decides that the comment is legitimate, the Comms Team will then publish an agreed statement underneath the comment. Such responses will thank the initial poster for their feedback, be respectful of them in tone of language and once we have stated their case thank them for their input. All such responses will be initially drafted by the Comms Team and run past the National Lottery Heritage Fund Comms Team for their input / sign off before being published. The aim is to have such responses published within five working days.

Appendix C: Activities leading up to the opening event

Preparation for Launch July 2027: Programme Delivery (suggested timeline)

A more detailed breakdown of the week-by-week activities will be developed in 2026 when key programme milestone dates have been firmed up. Below is a broad outline of when activities will take place.

9 months before opening:	• Design 'save the date' announcement invites • Get a 'save the date' message out to stakeholders, partners, participants and other guests that we wish to attend a series of openings during 2027
6 months before opening:	• Tender the contract for media buying and advertising design –this should be a full-service campaign that as well as print advertising also embraces digital communication channels and social media
5 months before opening:	• Approve advertising concepts • Approve delivery channels • Ascertain when various areas will be complete for photoshoots and filming • Start developing behind the scenes content of exhibition instillation
3 months before opening:	• Ensure media buying has been completed to ensure that we obtain the best spaces and advertising deals for our money • Create teaser content for social media and e-newsletters • Update website with a dedicated exhibition page • Draft and send initial press release, including invite to opening event • Schedule interviews and media previews
1 month before opening:	• Photoshoots and filming of new exhibition spaces • Final advertising proofs signed off and begin to roll out • Develop blog posts and articles related to the exhibition • Send follow up press release with additional details and chase attendance to the opening event • Develop flyers and posters with dynamic imagery for distribution in the local area • Send out detailed newsletter with exhibition highlights • Share behind-the-scenes stories and interviews on social media and website

2 weeks before opening:**Proposed campaign to be developed in detail with appointed agency**

- Roll out campaign including Digital Radio, Bus Shelters, Digital Advertising Campaign, Google AdWords, targeting key groups and using targeted messaging as detailed in tables above.
- Launch social media ad campaign, consisting of a minimum of 4 films created by renowned video blogger. Each film to go out once a fortnight and to be promoted through a comprehensive social media and PR campaign.
- Organic social media posts will share daily countdown posts and sneak peeks. We will engage with visitors through (live?) Q&A sessions and giveaways related to the new exhibition
- Advertising in key publications that talk to target audiences with an emphasis on creatives that chime with target audiences. Please note that these are suggested examples for the purposes of this document and may change dependent upon the advice received from the successful agency e.g.:

Publication	Audience Type
Bham Evening Mail	Families, Adult day trippers
Shropshire Star	Families, Adult day trippers
Metro	Families, Adult day trippers
Time Out	Families, Adult day trippers
Aeroplane	Adult day trippers, Royal Air Force
Flypast	Adult day trippers, Royal Air Force
Spitfire Magazine	Adult day trippers, Royal Air Force
Britain at War	Adult day trippers, Royal Air Force
Military History Monthly	Adult day trippers, Royal Air Force
Raring 2 Go	Local Community, Families, Children and Young People
Wolverhampton West	Local Community, Families, Children and Young People
Shropshire Whats On	Local Community, Families, Children and Young People
Birmingham Whats On	Local Community, Families, Children and Young People
Euans Guide	Local Community, Families, Children and Young People
Group Travel Organiser	Adult day trippers, People with access requirements and additional needs
Travel GBI	Adult day trippers, People with access requirements and additional needs
Group Travel Trade	Adult day trippers, People with access requirements and additional needs
Coach Tours UK	Adult day trippers, People with access requirements and additional needs
Group Travel World	Adult day trippers, People with access requirements and additional needs

Launch 2027: Programme Delivery

The marketing and PR/media plans for opening events are in early development alongside development of the plans themselves. Current thoughts on the opening events can be found below:

Objectives:

A number of events will be hosted by the RAF Museum in 2027 to mark the opening of our Midlands re-landscaped site and new exhibitions. Each event will be designed for specific stakeholders to deliver:

- Regional, national and international publicity and marketing for the Museum
- Engagement opportunities with key stakeholders for the Museum
- Benefits for programme supporters

Proposed Events:

The proposed series of events includes:

Opening Reception

- This will be an invitation-only event for community representatives, project partners, funders, key personnel from the RAF, UK and foreign dignitaries, RAF Museum Trustees, and representatives of RAF charities. It is hoped that a senior member of the Royal family will also be in attendance. This is likely to be a daytime into evening dinner and reception and will include a private view of our new exhibition and re-landscaped site, followed by a formal lunch within the new galleries. Media (national, local and specialist press) will be in attendance for the first part of the day to view the new spaces, cover the Royal visit, conduct interviews, and photo opportunities within the exhibition, media will not be in attendance for the dinner. This event will be organised by the Events and Development teams. The Museum will be closed to the public on this date.

Staff and Volunteers Preview

- This will be an informal event consisting of a private view of the new exhibition for paid staff and volunteers, along with friends and family. It is likely to be held in the evening just after the Museum has closed to the public and will include refreshments and entertainment. The event will be organised by the Museum's Events Team.

Public Opening Event

- This will be a daytime event for the public that includes tours and talks, entertainment and fun activities held within the newly developed spaces. This may potentially include information from partners who have worked with us on the project. This event will be organised by the Museum's Events Team.

Overall Schedule	The intention is for the new exhibitions to open to general visitors by the school summer holidays in late July 2027
Opening Day:	• Live stream the opening event on social media • Share real-time updates and photos from the event • Engage with attendees and collect feedback • Record digital vox pops and peoples reactions to the exhibitions to be used on social media channels and embedded in exhibition web pages
Post-opening Follow-Up:	• Share highlights and recap of the opening event on social media and website • Begin promoting ongoing events and programmes related to the exhibition
Maintaining Momentum:	• Maintain regular social media updates and engagment • Encourage visitors to share their experiences and feedback on social media and review sites such as TripAdvisor • Host ongoing media and influencer visits to see the new exhibition
Evaluation:	• Analyse the success of the marketing campaign – by agreed PIs including numbers of visitors against targets, and reach via social media