

# **The National Army Museum's Strategy for Equality and Diversity, Access and Inclusion (EDAI)**

**April 2009**

## **1.0 Introduction**

- 1.1 This document sets out the National Army Museum's (NAM's) policy on equality, diversity, access and inclusion (EDAI). It takes a broad view of equality and access and considers the activities in relation to issues of equality and access at the Chelsea site and outstations (Camberley and Stevenage), as well as by the Museum's remote audiences through on-line resources.
- 1.2 It considers how equality and access affects and influences all users and non-users of the Museum, existing, potential, remote and outreach as well as the staff and management of the NAM, and it outlines the achievements to date as a whole that are part of the strategy to make the Museum accessible to as wide an audience as possible.
- 1.3 This document acknowledges that issues of equality and access affect, knowingly and unknowingly, everything the Museum does, and directly contributes to the success of the Museum and the numbers of visitors it receives.
- 1.4 This document acknowledges the requirement to respond to issues of equality, access, diversity, access and inclusion into all of the Museum's core activities.
- 1.5 It considers developing ways in which visitors can be made to feel included and can be encouraged to return to the Museum in the future, ideally on a regular basis, as central to the success of the Museum.
- 1.6 It is intended that this document will reinforce and compliment the Museum's other existing and planned policies, namely the Interpretation and Life-Long Learning Strategy, the Acquisitions and Disposals Policy, the Freedom of Information (FOI) Publication Schedule and the Enquiry Policy, and will help to ensure that the work of the individual Departments, Committees, Groups and Teams will be cohesive and considered.
- 1.7 This document will also help shape the NAM's Equality Schemes and Action Plans.
- 1.8 It is intended that this document will reinforce and compliment the Museum's employment processes in addressing equality and diversity issues, its equal opportunities and harassment policies, and its processes regarding recruitment, employment, career development and performance management.
- 1.9 It recognises that important steps have already been taken to address equality and access issues such as the creation of the above policies and the establishment and review of an internal consultation review mechanism in the Equality and Access Group.

## **2.0 The National Army Museum's Purpose and the Aims of this Strategy**

- 2.1 This policy is intended to reflect and reinforce the NAM's Mission Statement and Purpose:

**The National Army Museum's Mission Statement is:**

To interpret and communicate the objects in the Museum's care in ways that inspire, provide enjoyment and provoke questions from diverse audiences.

**The National Army Museum's Purpose is:**

To explain the impact that the British Army has had on the character of Britain, Europe and the World.

The NAM has an important role on behalf of the Nation as a repository of the history and heritage of the British Army, as well as supporting the Defence Purpose through its contribution to the Army's image in society, to the remembrance of those who served, and to the education of Servicemen and Servicewomen. In addition, the NAM sees its wider education role in the community as important in contributing to the delivery of the National Curriculum and Life-Long Learning. Visitors are currently admitted to the NAM Chelsea, and all the exhibitions there, free of charge.

The National Army Museum's purpose is to explain the impact that the British Army has had on the character of Britain, Europe and the World. A visit to our website or Museum will show you how the actions of a few can affect the futures of many, and how Britain's past has helped to shape the World – the World today and in the future.

**The Aims of this document are:**

- 2.2 To identify ways in which physical, intellectual, sensory, cultural, financial and attitudinal barriers can be removed which prevent the building, its services, facilities and information about and derived from the collection being accessed by our visitors and potential visitors, particularly those currently under-served by the NAM such as people with disabilities, socio-economic groups C2, D & E and culturally diverse communities.
- 2.3 To identify how the NAM may continue to strive for and develop ways of providing greater physical, intellectual, sensory cultural, financial and attitudinal access to the Museum and its collection and build upon the recognised work already achieved by the Museum.
- 2.4 To identify ways of working with others to encourage social cohesion and the inclusion of individuals or communities who suffer from a combination of linked problems such as unemployment, poor skills, low incomes, discrimination, poor housing, high crime environments, bad health and family breakdown, or have few opportunities for participation in social or cultural life.
- 2.5 To ensure that all aspects of the NAM, the Visitor/IT Audience Profile, the Staff Profile, its collections, projects, programmes and events reflect the diversity that exists in society, whether in relation to socio-economic and educational background, gender, ethnic background, disability, religion or belief, country of origin, residency, sexual orientation or age.
- 2.6 To demonstrate to our audiences, sponsors and potential funding bodies how seriously the Museum takes its responsibility in ensuring access for all and to demonstrate its commitment to *Inspiring Learning for All* (ILfA).

- 2.7 To provide an approachable and helpful document that clearly sets out the Museum's policy on equality and access, which can be implemented by all staff, museum-wide.
- 2.8 The NAM's Strategy for EDAI will be reviewed annually and updated each year by the Equality and Access Group.

### **3.0 The Current Situation**

- 3.1. The Access Group, established in 2005, has been re-confirmed as the Equality and Access Group (see 4.0 below) and will consider all strands of equality alongside access, to progress the Museum's EDAI strategy, review developments and encourage further means of improvement in all areas of the Museum, its activities, facilities and services to the public, both physical and virtual.
- 3.2 During the period 2005-2008, the changes made to date to improve the physical and virtual visitor experience to the museum include the following (not exhaustive):

#### **Services**

- the establishment of the Visitor Services Team, welcoming visitors at the front Entrance and providing them with assistance throughout the Museum, including in the Kids' Zone;

- \* the introduction of language flags on the identification badges of members of the Visitor Services Team, indicating the languages they speak, to improve our service to international visitors;

- the availability of a large-format isometric plan of the Museum at the front Reception Desk. The Visitor Services Team are now able to implement a process in response to any requests for Braille adaptations of public information;

- installation of induction loops and absorbing materials to improve acoustics in the café and other areas;

- a repositioning of the main lift controls to a lower level, the introduction of colour-coding for floors and levels and a voice communicator;

- the purchase of new wheelchair stock, including a lightweight, solid-tyre wheelchair, a wide, heavy-duty (bariatric) wheelchair, and a Nordic 'walker'; this was then tested by a disabled (mobility impaired) visitor, resulting in a feedback report and appropriate action being taken on a number of points;

- consultation with a profoundly deaf visitor, and noting his recommendations for improvements to the galleries;

- changes to the wording of visitor surveys to include appropriate questions to ascertain if the museum is meeting the access needs of visitors;

- the creation of a physical Access Library in the Old Reading Room, with information from bodies such as RNID, RNIB, Shape [disabled and deaf people and the arts], copies of NAM policies, minutes, past audits etc, for all staff to read and utilise;

- the addition of information on advertising events leaflets explaining how to request signing or other means of information delivery during public events;
- improvements to the signage and orientation throughout the Museum, and ongoing work on the isometric plan (Museum Map); implementation of an improved colour-coding scheme on all museum directional and locational signage informed by guidelines for colour blindness; gathering feedback from people with colour blindness to its effectiveness and responding to comments in order to further improve the signage and colour coding;
- the commissioning of a full Access Audit on the Chelsea site, resulting in a number of desirable and essential recommendations being made that are either being introduced immediately or planned to be incorporated into galleries as they are redesigned;

### **Training, staff development and policies**

- SHAPE training has been undertaken by all members of the former Access Group, covering diverse topics such as 'developing a disability action plan', 'accessible marketing and publicity', 'customer care', 'deaf equality' and 'organizing an accessible event'; information relating to these training events has been made available to all staff via the Access Library in the old Reading Room;
  - training for NAM staff with regard to Inspiring Learning for All (ILfA), project management and other issues that have a bearing on access, especially in planning displays;
  - the introduction of new policies, such as the Equality Impact Assessment and template form;
  - the ongoing development of a reference manual for planning exhibitions, '*Help Notes for Floor Teams*', including information on ILfA, Equality Impact Assessment, planning to meet Intellectual and Physical Access needs of audiences, Interactives, Evaluation, etc;
  - drafting of a NAM Disability Action Plan with a view to implementing recommendations on a rolling programme;
  - the creation of an electronic library on the Museum Intranet which enables staff to access important information including policies, minutes from meetings and other important documentation relevant to their work;
- ### **Exhibitions, galleries and displays**
- A new Special Exhibition, 'Captive' opened, aimed at a teenage audience;
  - The creation of a Kids' Zone, providing a range of interactive enjoyment and learning for the age range 0-10 years old;
  - further to the success of the Kids' Zone, the introduction of Action Zones and hands-on activities in the galleries, with a range of child-friendly interactives, designed to appeal to all ages providing specific learning outcomes and access to the collections and a variety of ways;
  - Children's Activity Back Packs are now available from the Front Receptions Desk for use in and around the galleries, encouraging movement throughout the building, interaction

between parents and children using the items from the collection to encourage discussion and understanding;

- An extension to the 'Making of Britain' gallery completed in 2007, telling the story of the American Revolution, has enabled greater intellectual access to parts of the collection. The new display on the ramp was carefully planned taking into account the need to use the ramp for wheelchair access to the rest of the Museum and the physical limitations that the steep gradient imposes upon all visitors with physical disabilities. In addition to the redisplay, the handrail has been relocated to be within easier reach and the floor covering changed from black which can be a problem for those with visual/spatial difficulties, while keeping to a non-slip textured surface;
- Gallery doors are starting to be replaced, notably one set of doors to the 'Making of Britain' gallery (formerly 'Redcoats') has been removed, while those giving access from the Lower Foyer towards this gallery have been replaced with glass panelled doors which are open on a hold back system (activated on the Fire Alarm). The glass panel and double set of doors leading into the Special Exhibition Gallery have been removed for easier access;

### **3.6 Ground Floor, Entrance and Reception Areas**

- the original turnstiles have been completely removed and a new reception desk located to the side, with a split-level area built for wheelchair-users access;
- the front doors to the Museum are now movement sensor operated, and open more than sufficiently wide to accommodate wheelchair-users and visually-impaired visitors accompanied by a Guide Dog;
- Installation of an AV screen at the front entrance used for welcoming visitors to the museum and providing an overview of the Museum;
- improved eye-line has been achieved from the main entrance doors to the lower desk by the refurbishment of the shop and relocation of the old adapted toilet to enable visitors to better orientate themselves when arriving at the Museum;
- a new adapted toilet is located between the Shop and Museum Café with improved facilities and access;
- the construction of a mezzanine giving designated and safe access to the Kids' Zone (to remove the need for visitors to go through the Café and Special Exhibition gallery) helping to ensure the safeguarding of children;
- a new lift located in the lower ground floor lobby giving (wheelchair) access to those with mobility issues between Level B (TSC, lecture theatre, public toilets), level LG (Making of Britain, (future) Orientation Area, and Level G (Kids' Zone, shop, Café, Main Entrance);
- The Lobby at the Back Desk has been refurbished with the space increased between the double doors and the desk includes a low-level counter specifically to allow wheelchair users independent access;
- an AV projection onto a specially constructed curved screen in the Lower Foyer, clearly visible from the front doors, has been installed to help draw the visitor down to the recommended 'starting point' of their visit at the Making of Britain Gallery. Currently the screen displays images from the collection however, the future planned content for this AV will include the use of images and quotes relating to the history of the Army, and is aimed at giving people a useful and informative overview of the Army, an insight into its

achievements and a greater understanding its the importance to society through history and today. This will become the centrepiece of the Lower Foyer, to be referred to as the 'Orientation Area' thereafter.

### **3.7 Café**

- the Café has been made more accessible with the doors having been removed and the counter placed further back to allow greater access for all users. Other improvements have been carried out as part of an overall refurbishment of the Café, including the use of absorbing materials to improve the acoustics which had been previously noted as poor;

### **3.8 Research**

- The creation of the Templer Study Centre (TSC) to replace the outdated Reading Room (located on the top floor of the Museum), provide more accessible and improved library facilities with better right of access (extended to 16 to 18 year olds, and to all comers with photo id), including to a limited selection of archives, photographs and books on computer, new microfilm equipment, improved printing and photocopying facilities, and the extension of the opening hours to 5pm has proved very successful. Various improvements continue to be made including providing greater access to the material available on computer and microfiche for the public, aided by the purchase of two new microfiche readers. Further improvements to the TSC including additional opening hours, have been identified and are planned for roll-out over the forthcoming months;

### **3.9 Website developments**

- the creation of on-line exhibitions including the 'Afghan Wars', 'Combat Cricketers', 'Soldiers, Seahawks and Smugglers', 'Secret Weapon', 'Soccer Soldiers', 'The Victoria Cross' and 'Finding the Fallen', providing greater access to specific areas of the collection for which there is limited display space providing a solution to various conservation and space issues that might otherwise preclude their physical display;
- Staff of the Collections Division are working with the Web Content Manager on campaign guides as part of the forthcoming 'Get the Facts' section.
- the launch of the HLF-funded Black and Asian British Army interactive exhibition on NAM's website ([www.national-army-museum.ac.uk/exhibitions/baba/](http://www.national-army-museum.ac.uk/exhibitions/baba/)), aimed primarily at a BME audience.
- the commissioning of an Access Appraisal of NAM's new website format (planned for 2009);
- An on-line ordering service for the Museum Shop was launched in January 2007, giving greater improved access to the Museum's retail service in support of its collections and activities;
- The Website Team has drawn up a new strategy for consideration by the Equality and Access Group;

## **4.0 The Equality and Access Group**

4.1 Mandate: The Museum will take action, through its Equality and Access Group, to ensure that access is provided on an equal basis and that individuals and communities gain the maximum benefit from the NAM.

- 4.2 The group consists of regular members, drawn from a wide range of staff who are able to significantly contribute to the development of the Museum's equality and access remit. These include Collections, Computer Services, Design, Education, Front-of-House staff, Human Resources and PR, Marketing and Events. Other expertise will be drawn on as required and the group will also encourage all staff to become involved in the process of developing the EAID Strategy. To this end, the minutes of all meetings and policy documents will be available as part of the consultative process.
- 4.3 The group's role is to identify and continue to identify improvements to the physical and virtual audience experience, and to make recommendations to ensure this policy is developed and reviewed in line with visitor and audience needs. It will meet regularly to consider these in accordance with the Museum's Purpose and this will involve evaluation and analysis, prioritising projects and recommending the implementation and funding of projects.
- 4.4 In particular, the group will agree priorities, making use of all available data including market research, results of focus groups, surveys and consultation, and recommend to the Director and Management Team where improvements to our services and facilities can be improved in relation to Equality, Diversity, Access and Inclusion. The Group will also make decisions on the outcomes of Equality Impact Assessments (EIA) undertaken and make appropriate recommendations.
- 4.4 The Equality and Access Group will continue to review all elements of the Visitor/IT Audience Profile, the Staffing Profile, the Formal Education and Lifelong Learning Programmes, and the Visitor Experience (informed by visitor information and statistics produced as a result of surveys and MORI (or other) polls), as part of the development of the EAID Strategy, in order to assess the degree of success against the stated aims. These will be used to inform the Audience Development Strategy.
- 4.5 The Equality and Access Group will also, in consultation with staff, users and stakeholders, continue to review and produce a practical set of guidelines to assist Floor and Project Teams in taking forward plans in accordance with the Museum's Strategy, and its Vision and Purpose.

## **5.0 Policy Statement**

- 5.1 The National Army Museum asserts its commitment to developing a fully accessible and inclusive Museum across the range of its activities, drawing on and reflecting all aspects of equality and diversity.
- 5.2 The Museum recognises its duty to existing and potential visitors to identify the needs, and provide solutions where practicable, for greater and improved equality, and access to the building, its services and facilities.
- 5.3 The NAM understands that as a service provider, it must comply with current legislation.
- 5.4 The Museum recognises that by making the smallest of improvements, this will contribute significantly to greater and improved access for those visitors with

particular needs or disabilities on the basis that access can be improved for ALL visitors.

5.5 The Museum acknowledges that issues of access can be:

- **physical** (including visitors with mobility problems, wheelchair users, older visitors, and parents with young children who require the use of pushchairs);
- **intellectual** (including visitors with learning disabilities, cognitive disabilities or lack of prior knowledge or experience about the subject matter or museum);
- **sensory** (including visitors with hearing, visual or other sensory impairments);
- **cultural** (including foreign visitors, those with little or no knowledge of the Army or its context);
- **financial\*** (including those generally excluded or disadvantaged socio-economic groups in the community for whom museums are generally considered 'out of reach');
- **attitudinal** (including those who consider museums as 'not for them' and have generally little or no experience of museums or understanding of the experience or opportunities they offer).

*\* The National Army Museum provides free entrance to all its facilities, galleries, special exhibitions and most events.*

5.6 The Museum will regularly review its aims and strategy for implementing plans to undertake specific actions to achieve improved equality, diversity, access and inclusion and will seek specialist advice (through Focus Groups and by commissioning reports) to assist in confirming its physical and intellectual accessibility and in formulating future strategies.

5.7 The Museum will take care to ensure the heritage of diverse audiences is reflected in the collections and that these illustrate and augment themes (e.g. the contemporary and historical, the social and cultural context). The Museum recognises that the displays should incorporate objects that relate to people's social and cultural heritage, particularly in relation to target audiences. To this end, it will review how the collections reflect or relate to a diverse audience and propose any changes that may be needed to the Museum's Collecting policy (if appropriate).

5.8 The Museum recognises its duty of care to the collections held in its trust. While the Museum and its staff are continually active in developing ways of providing greater access to these important collections and the information derived from them, the condition and safety of the collections should not be compromised.

5.9 The NAM aims to provide alternative ways of experiencing the collections (e.g. touch tours, audio tours, guided tours, textual information offered in plain English and at hierarchical levels [the Crystal Mark], hand-outs, web access and assistance in galleries). In addition, members of the Visitor Services Team will receive disability awareness training, including guiding visitors with limited mobility and signing for visitors with hearing difficulties.

5.10 Where possible, the Museum will remove all physical barriers to access for

visitors with limited mobility (including wheelchair users, older people, people with young children and those using pushchairs).

- 5.11 Whenever possible, the Museum will ensure that it provides a high standard of intellectual access, including through its approach to standards and methods of interpretation, appropriate for a range of access needs and, to this end, it will encourage the adoption of exhibition planning supported by *Inspiring Learning for all* (ILfA).
- 5.12 The NAM will make an Access Guide available in a variety of formats (printed and on-line). This will include information as to what the Museum offers that is specifically geared to meeting different user needs and to explain the facilities that are offered.
- 5.13 In reaching out to its visitors and attracting new audiences, the NAM commits to ensuring that it publicises its services, facilities and access information to all our visitors, people and people from diverse social and cultural backgrounds in appropriate and informed ways, and will ensure that they are represented in marketing and advertising material.
- 5.14 In offering events and activities, the Museum will ensure that the NAM website, events programme and membership programmes reflect our goals in promoting and encouraging equality, diversity, access and inclusion that organised and publicised events take place in accessible places, and that services and necessary facilities offered at these events are accessible to all visitors.
- 5.15 The Museum will ensure that diversity in all its aspects forms a consideration in all product development and that all NAM products anticipate, identify and satisfy the needs of all our users in ways that provide benefit to all parties.
- 5.16 Subject to funding, the Museum will ensure that it collects accurate and comprehensive data regarding its audiences and will establish targets for audience development on the basis of socio-economic and educational background, gender, ethnic background, disability, religion or belief, country of origin, residency, sexual orientation or age. To monitor success, the NAM will evaluate its current visitor profiles and, through the Equality and Access Group, it will re-evaluate this at periodic intervals with a view to determining the Museum's success in broadening the audience profile.
- 5.17 The Museum will ensure that its in-house design principles and all designed material conforms to recommended guidelines to avoid discriminatory practice (e.g. colour blindness) and to broaden access as far as possible.
- 5.18 The NAM is committed to providing a working environment in which all employees are able to realise their full potential and to contribute to the museum's success.
- 5.19 To ensure that all aspects of the NAM's recruitment and training process work in conjunction with its Equal Opportunities Policy, all applicants for advertised posts covered by the Disability Discrimination Act who meet the essential criteria of the job specification will be guaranteed an interview. If

the disability means that adjustments need to be made in order for the applicant to participate in the selection and recruitment process, the NAM will make every possible effort to accommodate their needs (please refer to the *NAM's Disability Equality Scheme*).

- 5.20 Where possible, the Museum will ensure that its outstations offer physical access to the premises and the collections held there, for both public and staff, including all those with disabilities, or that where physical and general access is limited, alternative means of access are provided.
- 5.21 The Museum also acknowledges that equality and access can only be improved if this policy is accepted and supported by all members of staff and becomes part of the strategy for each and every project.

## **6.0 Planning the Future**

Improvements in relation to equality, diversity, access and inclusion continue to be developed and implemented across the Museum, ensuring whenever possible that they are integral to it's services, offer to the public, aims and objectives. All the improvements that are identified as a result of audits, recommendations, legislation and consultation are subject to adequate funding being in place, however, the Museum acknowledges its legal obligation to improving services and is committed in so doing. The Museum continues to strive to improve all that it does and offers to the public, both physical and virtual through a rolling programme in conjunction with the NAM Strategic Plan (2008-2013). All improvements will be considered fully and carried out to the highest standards. Where the physical nature of the building imposes restrictions to the changes that can be made, the museum continues to seek alternative methods of delivery as far as reasonably practicable.

This document sets out the achievements to date and acknowledges that the Museum is committed to improving its services, facilities and offer to the public in every way possible. It understands the importance of establishing and demonstrating diversity through its collections and welcomes and actively encourages visitors from all backgrounds to participate in its events and as a visitor, a user of it's services and facilities, and aims to fully reflect through it's vast Collections the story of the soldier in Army and Society, relating to the past to the present interpreting to it's fullest potential a rich and diverse heritage.

This document acts a base upon which the Equality and Access Group aim to build upon it's achievements. It will be used to help inform the works of forthcoming years and through the use of comparative and statistical data (see Appendices below), will enable a review of our success from which we and those reading this document, will be able to more fully understand the impact that these changes (both major and minor) have had.

## **7.0 Appendices**

The statistical data provides the museum and reader of this document with a benchmark upon which success can and will be measured. It will reflect where the museum has developed its services and facilities and offer to the public, both virtual and physical and enable the Equality and Access Group to identify further areas for development. The data is to be viewed as it is intended as a way of measuring success and failure. Anomalies may exist which require further explanation which the Museum will continue to seek to understand.

Further statistical data is currently being gathered against which the Museum will be able to generate some degree of understanding to the way in which our visitor profiles have changed. This document incorporates the data collected in 2006 / 07.

### **Appendix I: The NAM's current Visitor/ Internet Audience Profiles / The Visitor Profile**

#### **1. Market research**

The 2005 brand review enabled the NAM Marketing Department to reinvigorate the NAM brand and all brand communications, with remarkable success. In the past year the NAM has not only nearly doubled visitor figures (with an 88.2% rise) but has increased web users by 358%. In addition the NAM generated over £500,000 in AVE press coverage.

The success of 2006/07 is linked in no small part to a dynamic new product portfolio driven and supported by a revised, purposeful understanding of the brand. The NAM set out to capture a core audience of repeat and brand-friendly users with the launch of the Kids' Zone and other associated products. In addition, a new sense of purpose in communicating the relevance of the NAM subject matter to modern society was backed up by an exhibition programme centred around significant anniversaries, aimed to drive entirely new users to both Museum and website.

The 2006/07 market research brief was planned in four waves (February, April, July, December 2006) to ensure that the Museum monitored and reviewed its changing and developing audiences and their responses to the NAM product. The first wave was planned as the 'control' – to gauge the then NAM audience as a base for comparison before changes to the NAM product brought in new audiences. The following three were planned to monitor responses to the Spring exhibitions, *Painting the Troubles* and the Kids' Zone, the Summer exhibition, *Somme 90*, and the Autumn exhibition, which in the event was postponed until Christmas and was unaffected by marketing support. In total 723 visitors were interviewed.

All research was undertaken by Ipsos MORI. Where percentages do not add to 100%, this is likely to be due to computer rounding or multiple response questions, where respondents are invited to give more than one response. In many instances it is also possible to compare NAM audience data to Ipsos MORI normative data, which is the aggregated data of all surveys carried out at museums between 1989 – 2004 by Ipsos MORI.

#### **2. Audience**

The NAM core user is predominantly male, (71% vs 29% female), white, British (at 58% as opposed to other white backgrounds at 31%) aged between 35-54 (44%) or over 55 (30%), and is ABC1 in socio-economic grouping. This is consistent with the

NAM's core web user, who is 63% male, 37% female (compared to a web user norm of 61% female, 39% male), and aged 35-54 (48%).

Fifty-three per cent of NAM visitors have internet access, and of these 60% (32% of total users) have visited the NAM website. The NAM retirement audience (55+) is likely to access the internet significantly less than its other audiences, at 19%. In comparison, the NAM web user has visited the NAM less, with 70% having never visited the Museum itself. Again, the NAM repeat user is a significant factor, with 15% of the web audience also visiting the Museum between 2-10 times.

Geodemographic data does not exist across all the surveys but the NAM core web user is from London or the South East (48%). This is consistent with website access levels across the UK. Web users from the rest of the UK represent 32% of the audience. International users represent 21% of the web audience, but the NAM needs to build on its North American audience, which is almost half that of the industry norm. The development of the US Associates should impact positively on this audience and web user statistics will need to monitor market interest over 2007/08.

Three in ten (29%) of parties visiting the museum included children. In 2006/07, the NAM family audience remains core at almost a third of our total users, but the 55+ audience also represents 30% of the NAM market. This has implications for planned NAM displays – as the generation that took part in National Service, this subject is likely to be very relevant to this audience.

The NAM's weakest audience segments, identified for targeting are:

- Women at 29%, this is 21% below industry average
- Young people at 24%, NAM users aged 16-34 are 6% under industry average
  - C2DE at 13%, this group falls slightly under industry norms (19%)
- Ethnic minority groups at 8% ethnic minority users form one of the NAM's smallest audiences, outside of the school market, and one which has barely fluctuated since 2000.
- Users with disabilities. No was collected during this period enabling the calculation of NAM disabled users, unless it was collected pre-2000.

It should be noted that this research does not take into account the NAM's Education market (primary, secondary, sixth form and university), which at 6.6% of the NAM total audience forms a significant niche market that includes probably a higher proportion of all of the above segments than does the NAM total audience. In spite of this the NAM clearly needs to develop the above market segments strategically, to ensure increased diversity is achieved across its core leisure audience. Increased brand awareness campaigns should contribute to the development of the weakest online audiences, which are national (outside of London and the South East, currently at 32% against 48%) and international (at 21% compared to an industry average of 27%).

The NAM audience is regular Museum users, with 87% having visited at least one museum or gallery in the past twelve months. Its repeat audience is strong, with 43% having visited the NAM in the last two years and 20% having visited three times or more. NAM repeat audience is consistent with the NAM website repeat visit audience, 49% of which have visited in the last year, and 15% four times or more, but the web repeat user is behind the industry norm, possibly because the NAM website had yet to exist in its current format long enough to attract repeats. Ten per cent have listed the website in their favourites.

Thirty-six per cent of NAM users have themselves been or have had an immediate family member in the Armed Forces. In 2000, the last time that this data was collected, 36% of respondents had been a serviceman or woman.<sup>1</sup> It is unlikely that this audience segment has fluctuated so extremely in actual size, but it is clear that the NAM has successfully broadened its user base significantly.

While the NAM Education sector audience forms 6.6% of the total audience, group leisure visits (adults) form nearly 3%. Army groups represent the smallest group segment at 0.7%. Areas of specialist interest amongst NAM audience (excluding the History of the British Army and the History of Britain and the World, in which 89% are interested) are:

- Weapons 21%
- Uniforms 15%
- Family history 12%
- The Army today 12%
- Famous military people 8%
- Art 5%

Audience interests should form an important consideration in planning product development (including website development) at the NAM. Weapons have already been identified as an important factor in the Special Forces exhibition, October 2007. The theme of the army today will be given increased prominence at the NAM when the Afghanistan exhibition opens in July 07. The NAM could consider developing its exploration of uniforms and of family history, both of which fields have seen some test programming in the past.

### 3. Brand & product

Overall satisfaction with the NAM product is high with 98% of visitors 'satisfied' with their visit. Four in five (79%) are 'very satisfied'. Website experience has been rated in a different fashion, but overall the site was rated as either 'very good' or 'fairly good' for: speed (83%), design (74%) and quality of information (73%).

Almost all visitors felt that the NAM at the least met their expectations, with only 4% stating that the visit was 'worse than expected'. More than half (56%) felt that their visit was 'better than expected' and 27% found it 'much better'. Women (35%) and C2DE visitors (36%) were the groups most likely to state that it was much better. Online, 46% of users suggested that the redesigned site was better than before, of which almost a third (29%) stated it was 'much better'. Given that 50% of the online audience comprised entirely new users to the site (49% responded 'don't know' to this question) this clearly reflects an excellent satisfaction level. Overall, brand satisfaction levels have risen significantly since 2000.<sup>2</sup>

Most visitors (96%) are likely to recommend the National Army Museum to friends and family, with 56% stating that they are 'certain to'. Men (59% certain to) and over 55s (65% certain to) are the groups most likely to recommend the Museum. This data was not collected from online users.

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<sup>1</sup> In addition, familial links to the Armed Forces were given as follows: 46% respondents' parents, 16% respondents' sibling or child, 9% other family members.

<sup>2</sup> In 2006 a significantly higher proportion of visitors (83%) found the Museum better or much better than expected than did the NAM audience in 2000, when 53% found it better or much better, and 40% 'about the same as expected'.

The majority of visitors (87%) to the National Army Museum have been to at least one of the other museums or galleries listed in the past 12 months, and more than half (53%) have been to the Imperial War Museum. Other popular attractions among National Army Museum visitors include the British Museum and Science Museum (both visited by 41%), and the Natural History Museum (40%). This data was not collected from online users.

Most visitors appeared to have little trouble finding the National Army Museum with (63%) stating it was 'very easy' to find and 21% finding it 'fairly easy'. However, around one in ten (9%) found it 'difficult'.

#### 4. Service delivery

##### 4.1 Displays

The displays and the way they are interpreted are rated very highly by visitors. More than two-thirds (69%) felt that 'the amount of information available' and 'the way that the exhibits are displayed' was 'very good' while 68% felt that the 'clarity of information' was 'very good'. Almost half (45%) felt that the 'directions and signs to help you find your way' around were 'very good', although one in ten visitors rated this as 'poor'. Online, the site experience was rated in general even higher, with 80-84% of users rating it 'very easy' or 'fairly easy' to find information on exhibitions and displays, events, and general browsing information. Sixty-nine per cent found it easy to locate information on opening times and dates. The site was rated least highly for research purposes, with only 49% rating it easy or fairly easy to find the research they were after, and an unusually high 37% finding it between 'very difficult' to 'neither/nor'.

*World Wars* (73%) was the most visited exhibition or display overall, followed by *Changing the World* (51%), *Making of Britain* (50%), *Fighting for Peace* (45%), and *Finding the Fallen* (40%). *Somme 90* was by far the most popular temporary exhibition with 90% of all Wave 3 visitors in July 2006 seeing it. The Kids' Zone has proved a stable motivational factor for visits across Waves 2-4, cited by 44% of visitors with children as the main reason for visiting the NAM. Almost two-thirds of visitors with children (64%) have used it.

Each of the exhibitions were rated very highly, particularly *World Wars* (81% 'very interesting') and *Finding the Fallen* (80% 'very interesting'). *Fighting for Peace* was rated least highly, with only 69% considering it interesting, barring the Art Gallery, which cannot be viewed by the public every day, at 63%. Of the niche Kids' Zone market users, the satisfaction level is higher still, with 78% describing it as 'very interesting' and a further 10% feeling it was 'fairly interesting'. Only *Painting the Troubles* had more than one in ten visitors state that it was 'not interesting' (13%), although 61% found it 'very interesting'.<sup>3</sup>

##### 4.2 Retail & Operations

Seven in ten (71%) visited the Shop, and, on the whole, were complimentary of the experience. More than half of Shop users rated the 'speed and efficiency of staff service' (52%) and 'customer service and helpfulness' (53%) as 'very good'.

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<sup>3</sup> In 2000 the interest rating for exhibitions as yet unchanged by the NAM was significantly lower, with 'very interesting' ratings for *World Wars* at 51%, *Fighting for Peace* at 37% and *Changing the World* (Victorian Soldier and Road to Waterloo) at 35% and 56% respectively. It is possible that by simply communicating a clearer brand purpose, the galleries have become more relevant and more interesting to a wider audience.

Two in five visitors (41%) visited the Café,<sup>4</sup> and as with the shop, were generally complimentary. 'Customer service and helpfulness' (78% 'very good') and 'speed and efficiency of staff service' (75% 'very good') were praised, and more than half (52%) felt the Café offered 'very good' value for money.

Whilst by no means negatively assessed, the main potential area for improvement in both the Café and Shop in 2007/08 lies in the choice and variety of things to buy, where they were judged least favourably.

The NAM Online Shop was not active at the time of the online research. Despite this the NAM audience reflects national audiences in online purchases (not made at the Museum) and in particular purchase the following regularly online:

- Books
- Travel tickets
- CDs
- Theatre tickets
- Clothes / Accessories
- Gifts
- Electronic Goods
- Memberships
- Entrance tickets
- Donations

This has a particular interest for online development in 07/08, when NAM will launch memberships, entrance tickets and donations online for the first time, and for monitoring purposes, the impact on trade and income generation will be easy to track. The Online Shop should also see a good trade in Celebrity Speakers (the nearest NAM equivalent to theatre tickets).

Reception and Security staff were rated very highly for speed and efficiency and for service and helpfulness – with 90% of total users finding them 'very good'.

NAM visitors were also asked to comment on which, should the Museum offer them, activities they would like to see at the Museum. Top rated activities were listed as:

- Guided Tours 44%
- Curators Choice tours/talks 32%
- Storytelling 28%
- Young People's Programmes 21%

Given that almost half the NAM audience finds guided tours appealing, the NAM's long-term plans to implement these (using Visitor Services or alternative staff) should be accelerated and the market-demand tested. Provision for storytelling could be implemented as part of the Kids' Zone or family events programme. The requirement for 'Young People's Programmes' could indicate, given that demographic figures already indicate a weaker audience amongst young people, a demand for more activities for older young people than the Kids' Zone or public events programme currently provides.

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<sup>4</sup> against 34% users in 2000

## 5. Marketing communications

The main encouraging factors for visitors were a desire to come back after a previous visit (26%), followed by 'word of mouth' recommendations (20%). One in ten visitors were encouraged by the website, and 9% visited having read a review/article in a newspaper or magazine.

Of website users, 52% planned to visit after enjoying the website, slightly down on the industry norm (60%), and 26% were likely to visit in the next month, 11% below norm.

The visitor data recorded over the four waves indicates a good response to the NAM marketing communications in the short term:

	Wave 1	Wave 2	Wave 3	Wave 4
Editorial (Print articles, Broadcast, Listings)	7	15	43	8
Marketing Comms (outdoor, print, dm, website)	24 (10)	26 (15)	39 (31)	16(7)
NAM Website (alone)	14	11	8	9
Word of Mouth	22	19	13	26

In April (W2) around 36% of all visitors went to the Kids' Zone, with a quarter of all visitors citing it as their main motivation for visiting. Forty-one per cent of users saw a communication from the NAM against 19% WOM and 17% who had been before and wanted to come again.

The marketing communications for Somme 90 (W3) were clearly well received – 90% of all W3 visitors went to see the exhibition: 72% of this wave were first time visitors, and 61% cited it as their main reason for coming to the NAM. This represents an exhibition and marketing campaign that succeeded in attracting a new, wider audience and should apply as a model for the future. 82% of users saw a communication from the NAM against 13% WOM and 13% who had been before and wanted to come again.

In Wave 4, a quarter of NAM visitors were motivated to visit by a communication from the NAM, against 26% WOM and 45% who had been before and wanted to come again. No marketing campaigns took place in this period, and this 24% of visitors has been achieved with only the release of the NAM What's On leaflet, e-communications and reactive pr.

Almost two in five visitors (39%) used the Underground to get to the National Army Museum. Other popular methods included walking (17%), car (12%), London bus (12%) and train (11%); the NAM's marketing communications media selection is accurately weighted but could explore London buses as an alternative outdoor media.

In terms of point of sale communications, awareness of NAM activities amongst our visitor market is low. Three in five visitors (59%) have not heard of any of those on offer, but given that 56% of this market have never been to the NAM before, this is perhaps not entirely surprising. Approximately a quarter of all visitors have heard of lunchtime lectures and weekend events; around a fifth of all visitors have heard of the reading room (TSC) and celebrity lectures. Only 15% of visitors have actually used these services, the most popular being the repeated lunchtime lectures, which 8% of visitors have attended. Given that 30 point of sale posters advertise these activities across the building, it would be useful to explore reactions to point of sale

more fully in the next year, and attempt to benchmark this element of marketing communications. It would be also be invaluable to monitor awareness of NAM activities amongst the NAM website market.

Jo Woolley  
Head of PR, Marketing Hospitality

21 April 2007

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## The Internet Audience Profile

In 2006 the NAM took part in a syndicated website survey amongst heritage industry attractions. An identical questionnaire was placed on participating websites, and the data collected was shared to enable participating organisations to see their own results benchmarked against like institutions. It is important to note in considering the online research that it was undertaken immediately after the rebranding of the NAM website, with data collected between February – March 2006. The data concerning the NAM web user is therefore considerably more dated than that collected from the Museum visitor over the course of the year: it will be interesting to add to this analysis data collected from the same questionnaire, planned to run online in May 2007.

Participating organisations in the 2006 syndicated website survey included:

- English Heritage
- The National Trust
- The British Library
- The National Portrait Museum
- The Royal Academy of Arts
- The Roman Baths, Bath
- The National Army Museum

In total 289 NAM website users were interviewed, against a base figure of 5,941 users.

The objectives of the onsite and online research were:

- **Visitor profiling:** to track visitor profile
- **Expectation vs satisfaction:** to track and monitor opinions of the NAM galleries and facilities
- **Motivation:** to explore and understand motivations to visit
- **Use of the Museum:** to assess the importance of, and reactions to, specific exhibitions and displays, activities and opportunities offered to visitors
- **Use of the Museum and website:** to assess the relationships between the NAM user and
- website user

## Statistics

The population is ageing but with people living longer, retirement is now seen as an opportunity to take part in more activities, e.g. travel. Technology is affecting leisure. The Internet is increasingly used for planning and executing leisure activities. Time is regarded as being of the essence and the competition for that time is fierce. Use of the Internet has a shifting profile from the young to the old but the take-up across the board in such a relatively short period is remarkable.

January      2005 UK population: 59.23 million, 24.5 million households  
2005 - 37.6 million Internet users in the UK (CIA figures)  
2005 - 205,326,680 Internet users in the USA (CIA figures)

National Statistics Omnibus Survey (NSOS):

Jan- Apr 2006 - 13.9 million households (57%) can access the Internet from home (+2.9 million since 2002)

Jan-Apr 2006 - 40% of households have broadband (take-up is rising rapidly which suggests any further technical developments that ensure speed and efficiency will be adopted)

From Franchisesinthenet using BMRB (British Market Research Bureau) stats:

- UK active monthly Internet universe 24.75 million Feb-05 BMRB Internet monitor
- UK active monthly Internet users (female) 11.43 million Feb-05 BMRB Internet monitor
- UK active monthly Internet users (male) 13.32 million Feb-05 BMRB Internet monitor

In 2002 51% of Internet users in the US and Canada were female (43% in UK, rising to 46% in 2005)

Gender: 28 million adults (60% of UK adult population) accessed the Internet in the 3 months prior to interview (2006). Men were slightly more likely to do so 65%/55% (m/f). 40% of women had never used the Internet, 30% of men. The majority of women are using the Internet to email and a higher percentage of women to men search for health and educational resources. All other categories have a higher percentage use by men: browsing, travel, shopping, employment and leisure etc (NSOS).

Age: 83% of 16-24 yr olds had accessed the Internet against 15% of 65+ age group (NSOS).

Young people have a greater take-up and frequency of use of the Internet.

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November 2004 - 17.92 million Internet users had bought online in the last 6 months (BMRB)

February 2005 - £21.7 billion spent online BMRB

Total UK online advertising spend 2002 - £196.7 million

Total UK online advertising spend 2004 - £510 million

BMRB figures for Feb 2005 suggest over 14 million people making travel plans online

BMRB figures for Feb 2005 suggest over 10 million people job-seeking online

BMRB figures for Feb 2005 suggest over 18 million people browsing online

Most popular Internet purchases during 12 month period, 2006 (NSOS):

- Films and Music 53%
- Travel/Holiday 51%
- Books and magazines 37%
- Clothes and Sports 37%
- Tickets 35%

The higher an individual's income the more likely they are to access the Internet (NSOS).

## **Market research**

Notes from the Mori Survey: differences between Web audience and Museum visitors:

70% of those surveyed had never visited the Museum (double the aggregate percentage) before so we have an untapped museum-visiting audience out there but also a wider non-museum-visiting audience that we could attract.

50% of those in the Mori survey had never accessed the NAM Website that suggests a prejudice or lack of interest in military museums or ignorance of the National Army Museum's existence.

Most visitors to the site were directed from a search engine, primarily Google. 71% enjoyed the site and 52% said they plan to visit the Museum. Another question on the likelihood of visiting in the next month or at some point in the future garnered 72% (39% said they'd return to the Website).

These figures suggest a general lack of awareness of the Museum and what its purpose is.

The key difference between the NAM and other attractions surveyed was our visitor profile:

Gender: NAM Web visitors 63%/37% male/female, as against Combined Attractions Web visitors, 39%/61% male/female.

With regard to age we are below the aggregate in relation to Under 35's and we are above average in 35-54s and 55+ groups.

Not surprisingly we have a higher than average number of users coming from Greater London and the South East, and our North American visitors are almost half the aggregate number. Note: South East England has the highest regional Internet access levels in UK, 66% in 2006 (NSOS).

With regard to our users' purchasing profiles, we are lower than most aggregate figures for purchasers using other attractions to donate online, buy books, CDs, tickets and gifts but higher for those that purchase memberships.

Difference between our audience and the public as a whole:

UK museum audiences are predominantly white, middle class & educated.

The Internet use ratio between men and women is roughly equal.

There are no figures on socio-economic and ethnic differences but research in the US suggests the Internet is a great leveller.

## **Key Drivers**

Clarity - presentation and navigation

Accuracy – comprehensive, reliable and up-to-date content

Content - the right amount of information in the right place, access to resources

Objectives relating to the Mori findings

The vast majority of people with Internet access are accessing the Internet most days if not everyday. This means that keeping the site up-to-date, regularly adding new material and ensuring existing content is as accurate as possible are key objectives.

The vast majority of those surveyed are buying things online: books, CDs, gifts and tickets. We must offer them the opportunity to buy from us online and in doing so support the Museum.

With such a huge potential audience available we should be actively collecting information about users of the Museum and the Website – this means email addresses, interests and wants.

The lack of knowledge about the existence of the Museum means the NAM Website is crucial to achieving the objectives that were set out in the re-branding process – establishing a clear purpose and making that purpose a physical reality in the form of our galleries and exhibitions - raising the Museum's profile, attracting visitors and ensuring that their experience here and online encourages their return and consolidates loyalty and support from our users.

Users are coming to the site to get information about us: where we are, how to get here, and what is happening here in the way of events and exhibitions along with research and general browsing. Only 1% (aggregate 2%) came specifically to look for special needs provision (however 66% of those surveyed said this information on special needs was 'fairly' or 'very easy' to find). While we do not want to fall foul of any legislation and certainly do not wish to alienate any potential user or visitor – given our limited resources and staff time we must prioritise our work and ensure that our efforts are proportional to our potential gain and that our goals are realistic. We shouldn't be just selectively ticking boxes. If our galleries remain largely unchanged we are failing all of our audience – as a result there seems little point in producing variant material and resources.

Navigation and the clean look of the site were acknowledged but the lack of content was noted. Numbers of people coming to the site for research purposes almost matched those just browsing but the lack of research material available meant the percentage actually carrying out research was just over half the potential number of researchers. The provision of information on events was marked highly which is unsurprising given this was one of the initial driving forces behind the new site.

More and more content has been added over the year in the form of self-guided tours, exhibitions and events. With the development of the online collection and further exhibitions and tours we should go some way to meeting the demand but this should not stop us developing new resources. Matt is currently looking at the possibility of grants for computerisation and digitisation of material relating to Black and Asian soldiers in the British Army.

### **Opportunities**

We are monitoring where on the website visitors are going and trying to develop those specific areas e.g. online shop, picture library and collection.

As part of our purpose, we will, wherever possible, make the link between Army and public, past and present, in order to capture this audience: news, topical subjects, popular culture and icons are keys to securing the audience.

Our website needs to be fully integrated with the work of the Museum and there are clear opportunities to interact with the web visitor, make connections, and generate visits and income. Just some of the areas we will be looking at:

- Booking in advance

- Membership interaction: Children, Friends and Associates

- Retail, particularly branded material

- Profiling and targeting audiences

Online services geared to attract different audiences: old and young, men & women, different social and ethnic groups

Online publication of resources: purpose-related and themed, exhibition and event-related, topical and unique, revenue-production and resources targeted to assist and reduce the impact of enquiries and research requests on curatorial staff.

Revenue: donations, sponsorship, retail and photographic sales

e-marketing

e-learning

David Collens  
Head of Computer Services,

2 January 2007

## **Appendix II: The NAM's Staffing Profile**

### **Employee Statistics**

In 2007, the Museum employed 91 members of staff. The following information has been collated:-

Male:	54%
Female:	46%

Ethnicity	
White:	87%
Black:	10%
Asian:	1%
Chinese:	2%

Age	
18 and under:	0
19 to 25:	15%
26 to 35:	28%
36 to 45:	18%
46 to 55:	24%
56 to 65:	15%
65 and over:	0

### **Breakdown by Divisions**

#### **COLLECTIONS (24 members of staff)**

Male:	42%
Female:	58%

Ethnicity	
White:	96%
Black:	4%
Asian:	0%
Chinese:	0%

Age	
18 and under:	0%
19 to 25:	8%
26 to 35:	33%
36 to 45:	13%
46 to 55:	29%
56 to 65:	17%
65 and over:	0%

#### **OPERATIONS (37 members of staff)**

Male:	62%
Female:	38%

Ethnicity	
White:	73%
Black:	22%
Asian:	2.5%

Chinese: 2.5%

Age

18 and under: 0%  
19 to 25: 8%  
26 to 35: 19%  
36 to 45: 14%  
46 to 55: 35%  
56 to 65: 24%  
65 and over: 0%

**MUSEUM SERVICES (30 members of staff)**

Male: 53%  
Female: 47%

Ethnicity

White: 97%  
Black: 0%  
Asian: 0%  
Chinese: 3%

Age

18 and under: 0%  
19 to 25: 30%  
26 to 35: 33%  
36 to 45: 27%  
46 to 55: 7%  
56 to 65: 2%  
65 and over: 0%

**MANAGERS**

**Heads of Departments (12 members of staff)**

Male: 67%  
Female: 33%

Ethnicity

White: 100%  
Black: 0%  
Asian: 0%  
Chinese: 0%

Age

18 and under: 0%  
19 to 25: 0%  
26 to 35: 33%  
36 to 45: 17%  
46 to 55: 42%  
56 to 65: 8%  
65 and over: 0%

**Management Team (4 members of staff)**

Male: 100%  
Female: 0%

Ethnicity

White: 100%

Age

46 to 55 50%

56 to 65 50%

Helen Wallen  
Department of Human Resources

10 January 2007

## Appendix III: The NAM's current Formal Education and Lifelong-Learning User Profiles

The Number of Schoolchildren from each London Borough having sessions at NAM, 1 April 2006 to 31 March 2007



Barnet-321	Ealing-304	Haringey-194	Kensington-135	Newham-181	Tower H'lets-270
Brent-210	Enfield-209	<b>Harrow-505</b>	Kingston-277	Redbridge-12	<b>Wandsworth-446</b>
Bromley-240	Greenwich-125	Hillingdon-280	Lambeth-140	<b>Richmond-520</b>	Westminster-340
<b>Camden-389</b>	Hackney-60	Hounslow-58	Lewisham-79	Southwark-37	
Croydon-346	<b>Hammersmith-426</b>	Islington-90	Merton-176	Sutton-60	

- The top five boroughs with the highest Pupil Visits are in bold.

Please note: As it is not possible to ascertain the ethnicity of the pupils in the school groups that visit the NAM for legal reasons, the following page lists the ethnic breakdown of the residents of each London borough, which may be compared to the number of children who visited.

Ethnicity Percentages in London Boroughs compared to NAM schoolchildren figures, 1 April 2006 to 31 March 2007

Borough	Number of Children	% White in Borough	Number White	% Mixed in Borough	Number Mixed	% Asian/Asian British in Borough	Number Asian	% Black/Black British in Borough	Number Black	% Chinese/Other in Borough	Number Chinese/Other
Barnet	321	74.03	237.631	3.02	9.69	12.33	39.57	6	19.26	4.62	14.83
Bethnal Gn											
Brent	210	45.27	95.06	3.72	7.812	27.73	58.28	19.86	41.706	3.41	7.161
Bromley	240	91.59	219.816	1.87	4.488	2.55	6.12	2.91	6.984	1.08	2.592
Camden	389	73.17	284.6313	3.75	14.5875	10.38	40.3782	8.27	32.1703	1.48	5.1208
Croydon	346	70.6	244.276	3.72	12.8712	11.31	39.1326	13.33	46.1218	1.48	5.1208
Ealing	304	58.73	178.5392	3.62	11.0048	24.54	74.6016	8.79	26.7216	4.33	13.1632
Enfield	209	77.11	161.1599	2.96	6.1864	7.77	16.2393	10.45	21.8405	1.71	3.5739
Greenwich	125	77.11	96.3875	2.73	3.4125	6.78	8.475	11.058	13.85	2.29	2.8625
Hackney	60	59.4	35.64	4.19	2.514	8.59	5.154	24.66	14.796	3.17	1.902
H'smith & Fulham	426	77.83	331.5558	3.81	16.2306	4.44	18.9144	11.13	47.4138	2.79	11.8854
Haringey	194	65.62	127.3028	4.55	8.827	6.71	13.0174	20.03	38.8582	3.08	5.9752
Harrow	505	58.77	296.7885	2.82	14.241	29.65	149.735	6.14	31.007	2.62	13.231
Hillingdon	280	79.06	221.363	2.3	6.44	13.6	38.08	3.29	9.212	1.75	4.9
Hounslow	58	64.87	37.6246	3.04	1.7632	24.73	14.3434	4.35	2.523	3.01	1.7458
Islington	90	75.35	67.815	4.11	3.699	5.39	4.851	11.86	10.674	3.28	2.952
Kensington & Chelsea	135	78.61	106.1235	4.09	5.5215	4.87	6.5745	6.97	9.4095	5.46	7.371
Kingston-upon-Thames	277	84.46	233.9542	2.28	6.3156	7.79	21.5783	1.57	4.3489	3.9	10.803
Lambeth	140	62.39	87.3416	4.83	5.852	4.57	6.398	25.76	36.064	2.46	3.444
Lewisham	79	65.92	52.0768	4.18	3.3022	3.8	3.002	23.4	18.486	2.7	2.133
Merton	176	74.97	131.9472	3.12	5.4912	11.07	19.4832	7.78	13.6928	3.05	5.368
Newham	181	39.42	71.3502	3.38	6.1178	32.52	58.8612	21.59	39.0779	3.1	5.611
Redbridge	12	63.52	7.6224	2.44	0.2928	24.99	2.9988	7.59	0.9108	1.46	0.1752
Richmond	520	90.98	430.42274	2.2	11.44	3.87	20.124	0.94	4.888	2.01	10.452
R Borough of Kingston											
South'ark	37	63.02	23.4654	3.74	1.3838	4.06	1.5022	25.9	9.583	3.28	1.2136
Sutton	60	89.2	47.73984	2.07	1.242	4.73	2.838	2.56	1.536	1.44	0.864
Tower Hamlets	270	51.4	138.78	2.48	6.698	36.62	98.874	6.5	17.55	3	8.1
Wandsworth	446	77.95	347.657	3.35	14.941	6.93	30.9078	9.63	42.9498	2.14	9.5444
Westminster	340	73.21	248.914	4.13	14.042	8.88	30.192	7.44	25.296	6.35	21.59
<b>Subtotal</b>	<b>6430</b>		<b>4562.9854</b>		<b>206.4071</b>		<b>830.2234</b>		<b>586.9309</b>		<b>183.6848</b>
<b>Rounded Total</b>	<b>643</b>										
<b>Total</b>	<b>0</b>		<b>4563</b>		<b>206</b>		<b>830</b>		<b>587</b>		<b>184</b>
<b>% Total</b>			<b>70%</b>		<b>3%</b>		<b>13%</b>		<b>9%</b>		<b>3%</b>

Formal and Lifelong Learning Figures, FY 2006-2007

<b>Month</b>	<b>Army</b>	<b>Holiday</b>	<b>Adult</b>
April	176		315
May	184	225	529
June	245	1646	463
July	163		773
August	53		135
September	96	9863	390
October	104	500	136
November	93		710
December	40	708	391
January			
February			
March			
<b>Total</b>	<b>1154</b>	<b>12942</b>	<b>3842</b>
<b>Sum Total</b>	<b>17938</b>		

This represents the number of adults attending talks and lectures

Data collected for the purposes of the Appendices represents 2006/07