

2016 | IMPACT REPORT

Enterprise and Adventure

Designer: Sarah Doyle / se.doyle@btinternet.com Cover image: The opening of HMS M.33, August 2015

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Contents

ABOUT HMS VICTORY

*The greatest museum on Earth:
HMS Victory.*

Dan Snow ~ Historian, broadcaster

ABOUT HMS M.33

*The work to bring the ship back to life is brilliant
and there is a real sense of poignancy, not just
in terms of my own personal history with the
campaign, but for the many thousands of service
personnel who lost their lives.*

Hugh Dennis ~ Comedian, actor, writer, whose Great
Uncle served at Gallipoli

ABOUT THE ROYAL NAVY SUBMARINE MUSEUM

*Up periscope! I came to the Royal Navy Submarine Museum
to make a film for The One Show and was blown away by
the heritage, the history and the drama of it all. It's full of
surprises as you'll see when you get there. Enjoy!*

Gyles Brandreth ~ Reporter for The One Show, broadcaster, writer

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- 2 Introduction
 - 4 Major Achievements
 - 6 Use of Funds
 - 7 Visitor Services and Trading
 - 10 Engagement and Learning
 - 11 Volunteering
 - 12 Collections, Research and Scholarship
 - 14 Fundraising
 - 15 Partnerships and Affiliates
 - 16 Current and Future Projects
 - 18 Navy
 - 19 Notable Visitors

Introduction

THIS YEAR'S IMPACT REPORT is testament to the continuing hard work, skill and dedication of a highly talented team of staff, volunteers and trustees at the National Museum of the Royal Navy (NMRN) and our partners. It also marks the first year of full integration across all our service museums.

We are midway through our Great War at Sea programme detailing the Royal Navy's key role in the First World War. This is a very important story to be told and challenges the perception that the war was fought and won in the trenches. Our exhibitions focus on the myths surrounding the Gallipoli Campaign; the vital role of the Royal Naval Air Service in the Dardanelles; the pioneers of the Submarine Service and the heroics of people like Reginald Warneford, the first Royal Navy pilot to shoot down a German Zeppelin. The opening of HMS M.33 was a highlight and this 'lucky ship' now sits proudly alongside HMS Victory and has already welcomed almost 100,000 visitors.

It hasn't all been about the First World War and the recent acquisition of the Fairmile B Launch RML 497 tells an important Second World War story. We are also most grateful for a £2m contribution in the Chancellor's Autumn Statement from the LIBOR fines fund towards our plans to develop a groundbreaking Collections Centre in Portsmouth, which includes relocating the Royal Marines Museum (RMM). The Heritage Lottery Fund (HLF) has, and continues to be, a truly superb supporter.

The next 12 months are full of ambition. HMS Victory has started her most significant conservation programme for the last 100 years. HMS Caroline, a £15m project opens in Belfast on 31 May 2016 and our eagerly anticipated exhibition on the Battle of Jutland opens on 24 May – our very first blockbuster! Alongside this we continue to develop the opportunity for the NMRN to stamp its unique personality on HMS Trincomalee and Hartlepool's Maritime Experience.



Far left Admiral Sir Jonathon Band GCB, the Chairman of the Board of the NMRN.

Left Putting the final touches to the new display in Captain Hardy's cabin onboard HMS Victory.

Above A stunning, immersive audiovisual of the Gallipoli Campaign in the engine room of M33.

Right The interior of M33 shows how the crew lived onboard in often cramped conditions.



- Figures published by ALVA (the Association of Leading Visitor Attractions) highlight that the NMRN is now the third most visited attraction in the UK outside of London.
- The bell of HMS Hood was retrieved from more than a mile and a half down on the bottom of the Denmark Strait by a team led by Microsoft founder and philanthropist, Paul G. Allen. Once conserved, it will take pride of place in our new exhibition, 36 Hours: Jutland 1916, The Battle That Won The War.

- **SAVED!** 100 years of Royal Navy Search & Rescue was opened at the Fleet Air Arm Museum (FAAM). It was, sadly, the last opportunity to welcome Captain Eric 'Winkle' Brown to the museum, which was a particular favourite of his, before he died early in 2016.
- We launched an innovative Battle of Jutland Interactive Map urging people across the country to upload the details of friends and family who fought at the battle. Some 250 stories have been added to the map in the first three months.



Opposite Right to left: Colonel Mike Tanner, Captain of Portsmouth Naval Base with Captain David Newberry, National Historic Ships and D-Day veterans with LCT 7074.

Left The former Director of FAAM, Commander Dennis White, batting down Concorde 40 years ago.

Below Director of Heritage, Matthew Sheldon presented with the First Sea Lord's Digital Award by Vice Admiral Duncan Potts, Director General Joint Force Development & Defence Academy at the Maritime Media Awards.

Major Achievements



- The NMRN together with Hampshire County Council Architects scooped a Commendation award at the Civic Trust Awards in London for the M33 project.
- A new look HMS Victory was presented to visitors, with authentic colours inside and out and a brand new route onboard accessing almost 80% more of the ship.
- We were honoured to welcome a small group of D-Day veterans to visit the recently raised vessel LCT 7074.
- The Chancellor of the Exchequer, George Osborne, announced during the Autumn Statement that the NMRN's SeaMore campaign would receive £2m from the LIBOR support for military related charities including our plans to move the RMM into Portsmouth Historic Dockyard (PHD).
- The M33 website won the First Sea Lord's Digital Media Award at the Maritime Foundation's prestigious ceremony.

Right The homepage of the NMRN's Jutland Interactive Map at map.jutland.org.uk





Visitor Services and Trading

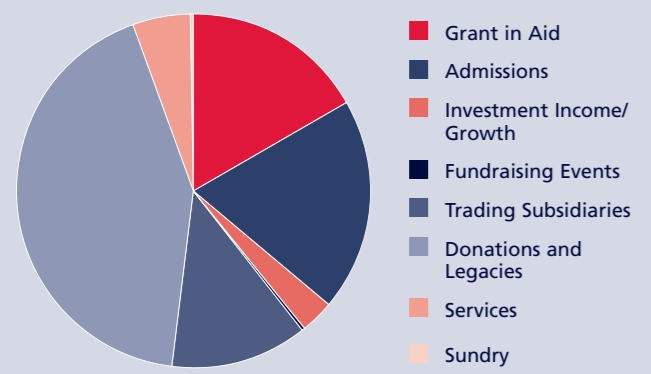
WE REACHED MORE PEOPLE THAN EVER BEFORE with our visitor numbers increasing by 14.9% to 1,015,000. The Gosport attractions continue to benefit greatly from being part of the Portsmouth Historic Dockyard All Attraction Ticket.

Trafalgar through Nelson's eyes. It was important that our team could really get to grips with this. They were able to contribute suggestions about the route and even undertook training sessions on how to understand the conservation undertaken and how best to relay this to our visitors.

Understanding what our visitors want; how we can satisfy them and ensure they come back to visit has been at the centre of all our activity this year. We regularly use a mystery shopper scheme and have revised our questionnaires to generate on-the-day feedback that can be responded to quickly and efficiently and ensure that visitors know we are listening to their needs and most importantly acting on their comments. We have introduced an internationally recognised customer care scheme, World Host, training six staff to facilitate workshop sessions in the principles of customer care. To date approximately 60 of our team have benefitted and are now qualified ambassadors for this course's overriding principle which is 'to delight the visitor and to encourage repeat business.'

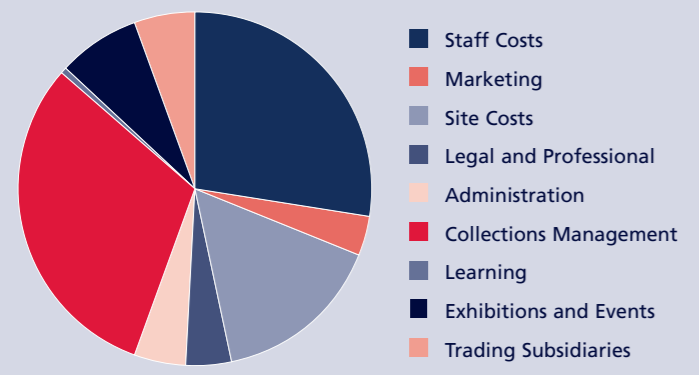
We have updated our ticketing system to improve our customer service. A new electronic point of sale (EPOS) provides a speedier and more efficient service. In addition we will now be able to ensure consistent, reliable and accurate data is collected. Access control at the front of house will help us plot how visitors move around our attractions. This provides extremely useful information about what is visited; how long visitors stay and the route they take around our attractions which will help us shape future plans. The introduction of a dynamic Customer Relationship Management (CRM) programme will help us plot each visitor's unique customer journey – on the website, at purchase and during and after their visit. This means we know about our visitor's needs and how to attract more of them. These plans include a transformation of our digital landscape, refreshing our websites.

With the new look and extended route on HMS Victory we wanted to tell the story of the ship and the Battle of



NMRN Sources of Income

NMRN Application of Funds



Use of Funds

GRANT IN AID, provided by the Ministry of Defence, remains an important source of funds for the NMRN. However, for every £1 of Grant in Aid we raise another £4.50 – an improvement on last year's figure of £3.43 (excluding investment growth). Our performance remains above average when compared with other national museums.

Above The Grand Magazine, Explosion Museum of Naval Firepower, dressed for a wedding. Photograph by Martin Lewis.

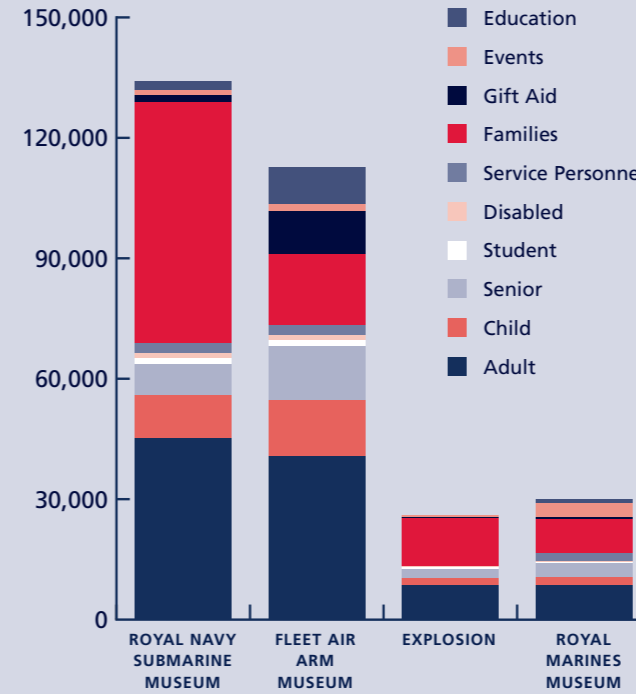
Right Naval-themed mascots are one of the most popular lines in the NMRN shops.





TV presenter Michael Portillo firing a 3-pound Hotchkiss gun at Explosion.

The breakdown of our different visitor groups looks like this

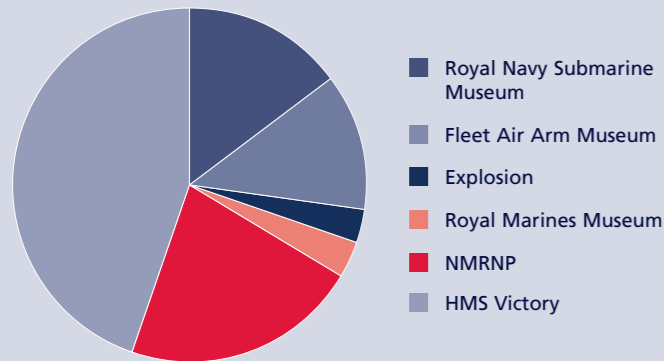


Our museums have featured in a number of TV and radio programmes including FAAM in Defenders of the Sky and BBC's popular Saturday Kitchen; BBC TV's Inside South Secrets of a War Hospital; HMS Caroline on Wonders of Britain; BBC World Service's programme featuring the Royal Navy Submarine Museum (RNSM) and how living in cramped conditions affects lives. RNSM was also seen in Homes by the Sea. Michael Portillo's Great Railway Journeys featured his firing of a Hotchkiss gun at Explosion. HMS Victory, M33 and our partners at PHD also featured extensively in Disappearing Britain presented by Maureen Lipman and Larry Lamb and M33 was covered on Inside South. Such coverage always prompts visits and we are proud of the work we do to develop such opportunities.

TRADING UPDATE

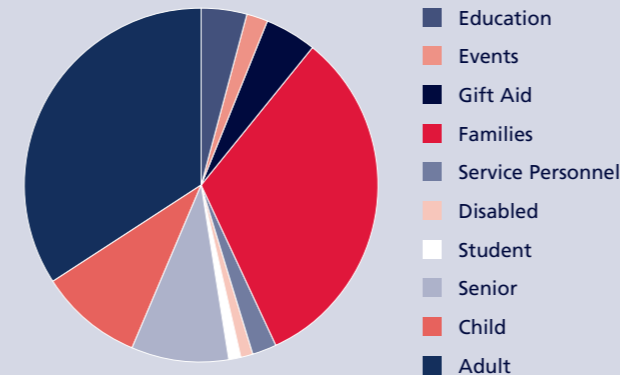
National Museum of the Royal Navy Trading (NMRNT) now operates across all the NMRN sites as a single merged entity, reporting to a single board of Directors. The company turns over in the region of £3.5m generating approximately £500,000 in profit. NMRNT oversees income streams such as cafés, retail, guide books, weddings, corporate hires, wholesale and brand licensing. New ranges have been developed and all packaging re-designed to create a strong brand identity. We currently have nine souvenir guide books in our portfolio, some of which are also now available as eBooks.

NMRN Visitor Numbers



OUR MEDIA COVERAGE in print, broadcast and online has increased by 21% in the last year, with a value of almost £5m in Advertising Value Equivalent (AVE). In the year 1 April 2015 to 31 March 2016, we had 908,353 web visits across the NMRN's eight websites. The PHD website, also under the NMRN's management, saw a 4% rise in web visits with 1,171,082 sessions. Facebook followers for the NMRN and PHD combined are up 19% on the previous year, and our Twitter followers grew by 18% to 55,612. We reached a total audience of 4,262,169 on Facebook, and achieved over 32,000 interactions on Twitter.

Demographics



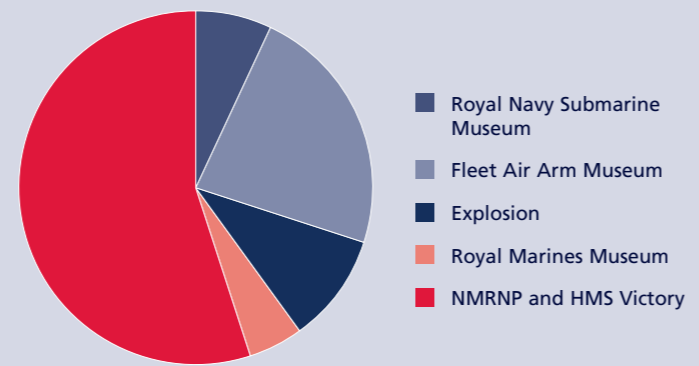
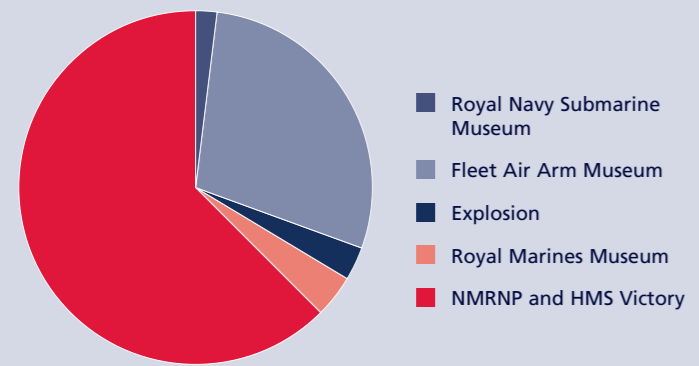
Brand Licensing continues to add value. We exhibited at Brand Licensing Europe in London and as part of a British Heritage Pavilion at World Licensing in Las Vegas. We now have 17 well established licences in place including The Westminster Collection and Carlton Books, with whom we are producing an anthology of the last 100 years of modern Naval warfare. Through our websites and online shops we reach audiences who don't necessarily visit our museums or ships.

We have played host to around 75 weddings and over 250 conferences, seminars and training sessions.



NMRN Formal Learning Visits

Adult, Community and Family Learning Participants



Engagement and Learning

THE NMRN PROVIDED 34,479 formal learning visits to schools, colleges and universities across our sites. A further 42,789 foreign language school pupils visited, with the majority (98%) visiting the National Museum of the Royal Navy, Portsmouth (NMRNP) and HMS Victory. The amount of time learning staff were engaged in direct delivery to schools, colleges and universities equated to over 91,069 contact hours with 970 school workshops and 489 curriculum-linked tours delivered across the museum's different sites.

In addition to formal learning, the Engagement and Learning team led 537 activities including community roadshows, school holiday events, behind the scenes tours and special interest talks to adult, community and family audiences. Participants in these activities totalled 37,697.

The Engagement and Learning team also delivered activities for the HLF Commemorating Gallipoli 1915: the HMS M.33 Project in Portsmouth. Highlights included the Gallipoli's People banner project with after-school clubs, youth and scouting groups; Recreating the Fleet, where

local schools worked with professional artist Spencer Jenkins to create willow ships; the Destination Dardanelles film project which premiered at the Making Waves Film Festival; and the Voices from the Front poetry project.

All of these projects were showcased at the Theatre of Gallipoli event which included 250 community participants in a celebration of M33's opening in August 2015.

Since January 2016 the Heritage Lottery Funded activities for the HMS Caroline Project in Belfast have started and four 'Introducing HMS Caroline' community initiatives are underway with women's groups, cross community groups, BAME (Black, Asian and Minority Ethnic) communities and individuals from Nationalist areas.



OUR VOLUNTEER FORCE grows from strength to strength and becomes ever more important to us. Among the many projects undertaken by volunteers was the refurbishment of breech loading 6-inch guns and the Hotchkiss gun at Explosion. The team of four have invested over 1,000 volunteer hours to bring these guns back to life. We have had over 50,000 visitors to M33 and the guns are the most talked about objects onboard and now that the moving parts are working, they are a source of fascination for all audiences. These volunteers have also been restoring a naval gun from the German torpedo boat, SMS B.98, which now sits outside 36 Hours: Jutland 1916, The Battle That Won The War.

We also staff M33 with volunteer guides – a regular team who talk to and engage with the visitors onboard M33 come rain or shine. We have received really positive comments about them and their knowledge is immense, really helping to bring the ship to life.

The Jutland Interactive Map project has been greatly enhanced by our team of volunteers, working enthusiastically behind the scenes to research, update, edit and monitor information about those who fought at the Battle of Jutland.



Volunteering

Volunteers have also assisted at events run by Learning and Engagement and provide invaluable support to our Collections team.

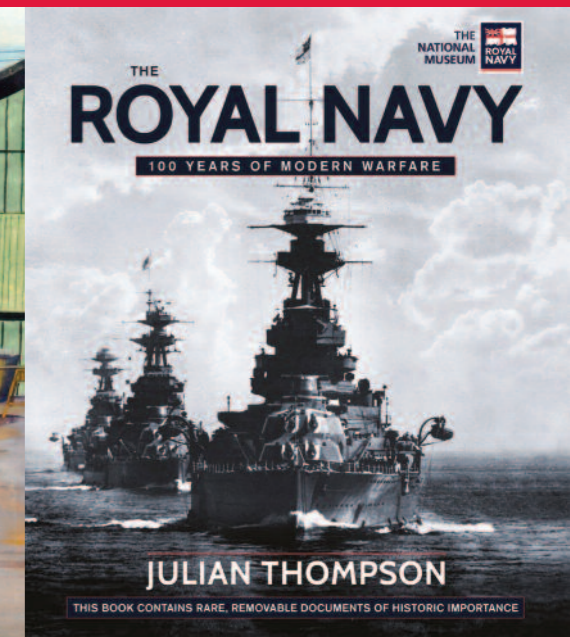
Top left Dance theatre company Motionhouse at the opening of M33, August 2015.

Left Sir Peter Luff, Chairman of the HLF (left), with a volunteer, and Dr Andrew Murrison MP (foreground) onboard M33.



Collections, Research and Scholarship

IN THE AUTUMN OF 1947 HMS Alliance embarked on a record-breaking three-week underwater passage using the newly introduced 'snort' mast. When the submarine finally surfaced off the west coast of Africa, it berthed at Freetown in Sierra Leone. While the crew of Alliance enjoyed the town's lavish hospitality, navigating officer Lieutenant C.P. Morgan hit upon the idea of posting a whole coconut home to his girlfriend Jean Stone. Having kept the coconut ever since, Jean kindly donated it to the NMRN in 2015.



Britain acquired over 2,000 DUKW amphibious vehicles from the Americans during the Second World War. In the post war period, they were used during the 1948-60 Malayan emergency and later in Borneo during the Indonesia-Malaysia confrontation of 1962-66. The NMRN procured this DUKW in 2015 from the Royal Marine Depot at Instow, Devon.

A scrapbook put together by Sidney Charles Clark, Royal Navy Division, during his time as a prisoner of war (POW) in the Doeberitz camp in Germany, 1914-1918 was secured.

The scrapbook documents the range of amusements that the POWs created to break the monotony of imprisonment.

Images, clockwise from left Jean Stone with her coconut sent from Sierra Leone; DUKW stands for D – the model year, U – the body style – utility (amphibious), K – all-wheel drive and W – dual rear axles; watercolour by Lieutenant Philip Dark, RN c.1942, showing life at the German POW Camp Marlag 0 where he was imprisoned; an anthology of 100 years of modern Naval warfare; a recent acquisition includes the violin and case of Admiral J. Hefferman; the scrapbook of POW, Able Seaman Clark.



DURING 2015 THE NMRN raised nearly £4m. We will build on the success of the SeaMore campaign and also focus on supporting all the museums across the group.

Left Donations at the launch of M33.

Below HRH The Princess Royal, Patron of the NMRN was the special guest at an exclusive New York luncheon, sponsored by Cunard in support of HMS Victory.



Fundraising



Partnerships and Affiliates

FOR A NUMBER OF YEARS the Museum has been working alongside the Royal Navy (RN) team and volunteers to give curatorial assistance with the significant collections at the Devonport Naval Heritage Centre. We plan shortly to formalise this relationship. These are exciting times as there are opportunities both to loan items to the major new Plymouth History Centre and to increase public access to the whole collection in these premises.

Above A nationally significant collection of naval figureheads and other navy-related artefacts will be lent to the History Centre in Plymouth.

Our affiliates include HMS Unicorn (Dundee); HMS Wellington (London); the Medusa Trust (Portsmouth); the Coastal Forces Heritage Trust (Portsmouth) and the D-Day Museum (Portsmouth).



Current and Future Projects

TEAMS ACROSS OUR SITES AND SHIPS are working on a range of projects at different stages to preserve our naval heritage, transform public access and also ensure the NMRN's financial stability and resilience.

The exhibition *36 Hours: Jutland 1916, The Battle That Won The War* was created in collaboration with the Imperial War Museum and opens in May 2016. It presents a blockbuster experience (fittingly for such an anniversary) and is the largest single display we have ever undertaken in an entirely new building which we have leased for the occasion.

The aim is to open a completely new RMM within PHD in the spring of 2019. The single project unites the preservation of the tangible heritage of what will be the country's newest national collection with the experience of the intangible ethos of the Royal Marines. By uniting the NMRN's collections which are dispersed and at risk in

poor quality stores on different sites, we will create a safe haven for these collections and provide access to visitors and researchers in a way not previously possible. At a cost of over £17.5m, this is the single largest project the NMRN has ever undertaken and will only be possible with support from the HLF.

As the first phase of the re-interpretation of HMS Victory – with the very visible changes in colour and opening up of new areas – is complete, work now turns to creating a new support structure for her hull. We will remove the existing cradle and replace it with 136 props to support and spread this weight across many more points.

Projects at an earlier stage include a major exhibition on *Women at Sea* which will mark the centenary of the *Wrens* in 2017: the operation of the Second World War veteran RML 497 and the restoration of Landing Craft (Tanks) 7074 for the 75th anniversary of D-Day in 2019.



Far left The lifebelt of Loftus Jones VC – one of the objects loaned by IWM for the *36 Hours: Jutland 1916, The Battle That Won The War* exhibition.

IWM (Imperial War Museums)

Left Second World War veteran, RML 497.

Above HMS Victory in her true colours.

Right An artist's impression of the Centre for Discovery proposed as part of the SeaMore project.





Navy



Larry Lamb and Maureen Lipman



Tracey Crouch MP ~ Minister for First World War Commemorations



The Ambassador of Togo ~ Yackoley Johnson

Notable Visitors



Dan Snow



Tim Loughton MP



Flick Drummond MP



Ted Turner ~ Légion d'Honneur



Penny Mordaunt MP ~ Minister for the Armed Forces



Nigel Atkinson ~ Lord Lieutenant of Hampshire



Earl Howe ~ Minister of State ~ Ministry of Defence



Captain Christopher Fagan

Sir Peter Luff



Dr Julian Lewis ~ House of Commons Defence Select Committee Chairman

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