

# Impact Report



Enterprise and Adventure

2010



**The National Museum of the Royal Navy and HMS Victory  
HM Naval Base (PP66), Portsmouth, Hampshire PO1 3NH**

The NMRN is a charity registered in the United Kingdom (No. 1126283) and a company limited by guarantee registered in England (No. 6699696).



# Trustees and Staff

---

Admiral Sir Peter Abbott GBE KCB (Chairman)

Admiral Sir Jonathan Band GCB

Vice Admiral Sir Alan Massey KCB, CBE, ADC

Rear Admiral Roger Lane-Nott CB

Rear Admiral Terry Loughran CB

Major General David Pennefather CB OBE

Sir Robert Crawford CBE

Dame Mary Fagan DCVO JP

Mr John Brookes

Professor John Craven

Mr Barry Miller

Mr Neil Davidson

Director General: Dr Dominic Tweddle

# Contents

---

Introduction

2

Major Achievements

4

Use of Funds

6

Governance

8

Visitor Services

10

Learning and Access

11

Collections and Scholarship

12

Partnerships

14

Navy

16

Future Projects

18

# Introduction



*Sir Mark Stanhope, First Sea Lord*

Our ambition is simple: to be the world's most respected Naval museum underpinned by a spirit of enterprise and adventure.

Director General, Dr. Dominic Tweddle

The National Museum of the Royal Navy formally came into existence in October 2008, an achievement representing the culmination of four years of hard work inaugurated by Sir Adrian Johns in his appointment as Second Sea Lord.

The National Museum currently embraces the Royal Naval Museum, the Royal Navy Submarines Museum, the Royal Marines Museum and the Fleet Air Arm Museum. From the first of April we will be working in close partnership with HMS Victory, a relationship which will eventually see the visitor facing services provided by MoD transferred to the National Museum.

The first Director General, Dr. Dominic Tweddle, took up his post on 5th January 2009, and the museum was formally launched to the world on 18th September 2009 by Baroness Taylor, Minister for Defence Procurement, and Sir Mark Stanhope, First Sea Lord. A rolling broadside from HMS Victory provided a stunning and fitting climax to the launch celebrations, as well as grabbing the news headlines.

The National Museum has embarked on what we hope will be a long and exciting voyage. Our ambition is simple: to be the world's most respected Naval museum, underpinned by a spirit of enterprise and adventure. This report covers a little over the first year of our voyage of discovery, from January 2009 – April 2010, a year packed with action, excitement and achievement.

*HMS Victory at night  
January 2010*





# Major Achievements



- Formal launch of the National Museum celebrated by a full broadside from HMS Victory
- Agreement by the Royal Naval Museum to join the National Museum which was carried into effect in February 2010
- Agreement in principle by the Royal Navy Submarines Museum, Royal Marines Museum and Fleet Air Arm Museum to join the National Museum
- Signing of Heads of Terms and operation protocols with MoD creating a partnership between NMRN and HMS Victory
- Achievement of a £3 million HLF grant towards the restoration of HMS Alliance
- Playing a key role in Fly Navy 100, the celebration of a hundred years of Naval flying, including developing new displays at the Fleet Air Arm Museum inaugurated by HRH The Duke of Edinburgh
- Visit of HRH The Princess Royal to the Royal Naval Museum
- Development and launch of the Helmand exhibition at the Royal Marines Museum, inaugurated by the Commandant General, Royal Marines
- Launch of the campaign to find a secure future for HMS Caroline, a light cruiser built in 1914 and the last survivor of the Battle of Jutland



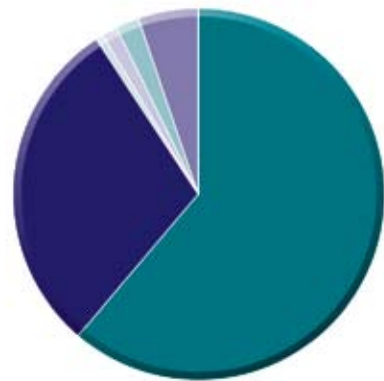
...launch of the National Museum celebrated by a full broadside from HMS Victory



# Use of Funds

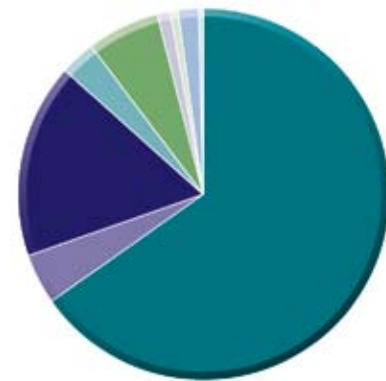
The major source of funds for the National is the Ministry of Defence, however, for every £1 in Grant in Aid the Museum raises another £0.39 through trading revenues and charitable sources. This is a strong performance; the best performing National Museum in Britain raises £0.60p for every £1 in Grant in Aid. The National Museum of the Royal Navy's performance is above average when compared with other National Museums.

The overwhelming majority of funds are expended on the running costs of the four museum sites, with the largest expenditure being made on staff, some 65% of the total.



NMRN Sources of Income

- Grant in Aid
- Admissions
- Corporate Hire
- Gift Aid from Trading Subsidiaries
- Unrestricted Donations & Legacies
- Sundry



NMRN Application of Funds

- Staff Costs
- Marketing
- Site Costs
- L&P
- Admin
- Collections Management
- Learning
- Exhibitions & Events
- Contingency



The National Museum of the Royal Navy raises another £0.39p for every £1 in Grant in Aid



# Governance



During the year the National Museum which is a charitable company limited by guarantee, has developed its governance structure by recruiting new trustees and forming the committees which are an essential part of delivering our objectives. Committees include a Development and Finance Committee, an Audit Committee, a Nomination and Remuneration Committee and a Fundraising Committee. Equally importantly has been the development of a Director's Group chaired by the DG which is fostering good working relationships between the museums as we come together.

Critically, the Royal Naval Museum has joined the National Museum, while the Royal Navy Submarines Museum, the Fleet Air Arm Museum and the Royal Marines Museum have made decisions in principle to join with the National Museum. This juncture will be achieved towards the middle of 2010-11. The partnership agreement with HMS Victory is also a key building block in enhancing the National Museum's ability to engage a broad audience with the story of the Navy.

The most important task in the governance of the museum has been the development of a strategy which will carry the National Museum forward for the next five years. This crucial task was carried forward by the directors working collegiately and the results set out a blueprint for expanding the scale, scope and reach of the National Museum, allowing it to become the national voice for Naval Heritage.





# Visitor Services

From 1st April 2009 to 31st March 2010 there were 354,500 visits to the National Museum, broken down as follows across the major sites:

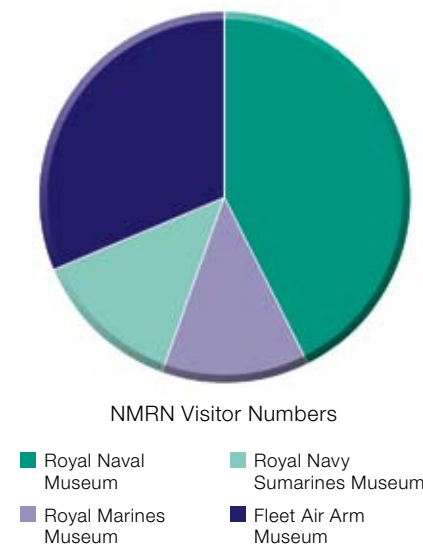


In addition there were a further 2,548 visits to the visitor centre at RNAS Culdrose. Over the same period there were some 330,000 visits to HMS Victory. Given that all our sites charge for admissions this is a strong performance. Sites offering free admission have a clear competitive advantage.

New exhibitions have been produced at the Fleet Air Arm Museum and at the Royal Marines Museum. At the Fleet Air Arm Museum the new Fly Navy 100 exhibition tells the story of naval aviation from the first airship to the present day, showcasing part of the incomparable collection of naval aircraft held by the museum. The Royal Marines Museum brought the navy story bang up to date by exploring the role of the Royal Marines in the battle for Helmand Province in Afghanistan. Objects, art works, videos and personal narratives were all used to explore this complex story. At the Royal Navy Submarine Museum, Living Under the Jolly Roger explored life under the sea.

The National Museum has also run or hosted over a hundred individual events across the four major sites. At the Fleet Air Arm Museum visitors have been thrilled by the air day and enthralled by the Dalek invasion. At the Royal Marines Museum Commando Operations and Commando Fit exhausted all but the fittest visitors, although the Royal Marines Open Air Concert offered a more sedate alternative. At the Royal Navy Submarine Museum Light Night ushered in the start of British summer time and the Royal Naval Museum aficionados of Patrick O'Brien gathered to celebrate his life and work while veterans packed the museum on Veteran's Day.

From 1st April 2009 to the end of February 2010, some 562,010 unique visits were made to the websites within the NMRN.



# Learning and Access

From 1st April 2009 to 31 March 2010 the National Museum of the Royal Navy provided over 31,792 National Curriculum linked formal learning visits; as illustrated across the museums:



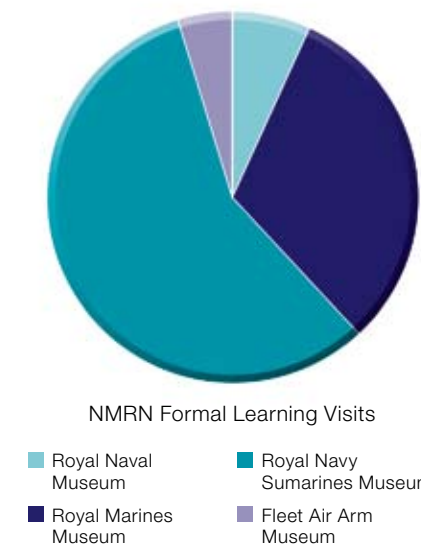
MOD work includes support to the Defence Dynamics project and website, providing lesson plans and resources to teachers for Key Stage 3 and above; heritage visits for 200 officers undergoing training in BRNC as well as behind the scenes tours for Portsmouth based naval personnel. The Fly Navy 1000 exhibition saw the production of 5 videos and 7 touch screen information stations.

The Royal Naval Museum has run 3 externally funded special projects: an intergenerational film project, Face to Face: Documenting experiences of conflict, with schools and veterans; Sea your World – a family outreach project, where 400 children, parents and carers dropped in and Sealife an arts project and Community Road show, with the Mary Rose Museum, HMS Warrior, the Submarine Museum and the Portsmouth City Museum aimed at the residents of Buckland area of Portsmouth, a 'hard to reach' community.

The Fleet Air Arm Museum has established "Their Past Your Future 2" educational resources on line and provided learning to 1,474 members of youth organisations and has also refitted its educational facilities with the support of Augusta Westland.

The Royal Marines Museum ran their "Commando Fit" holiday activity at Easter and elicited the following: "Both my grandsons together with my seven year old grand-daughter participated in the training exercises and assault course and they all enjoyed it immensely. I have no doubt that we shall be returning for further events in the future".

The Royal Naval Submarine Museum provided a social support Dad's club together with Hampshire County Council, which earned much praise.



## Collections and Scholarship



During 2009/2010 there have been a range of important and interesting acquisitions within the National Museum.

The Fleet Air Arm Museum now has the original WW1 medals of Henry Allingham. The Royal Marines Museum acquired an oil portrait of Lieutenant General John Barclay circa 1806 and has on loan the medals and presentation sword awarded to the late Major General Sir Jeremy Moore, KCB, OBE, MC; who was the Commander Land Forces during the Falklands War. The Royal Naval Museum acquired significant items of WW2 ship relics, including the name boards of HMS Duke of York and HMS Dorsetshire and the 15" gun tompion from HMS Warspite. It also acquired the medals on loan of Admiral Sir V.A.C. Crutchley, awarded for the second raid on Ostend in May 1918.



In support of the National Museum's scholarship work, the Fleet Air Arm Museum contributed 2 lecturers to the West Dean College programme for aircraft and large object conservation and the Museum staff gave some 15 lectures to special interest and other groups as outreach activities.

The Royal Marines Museum has made a significant contribution to a new book commissioned by the Royal Marines: "Nothing Impossible: A Portrait of the Royal Marines" and research based on the Museum's collection has led to a number of books and published articles e.g. "Lt Col Norman O Burge RMLI – A significant figure in the Gallipoli Campaign" by C J Newbery.

## Collections and Scholarship



The Royal Naval Museum has hosted 501 external research visits and answered some 2733 phone, letter and e mail enquiries in support of research and scholarship.

The Royal Naval Submarine Museum has developed an oral history programme directed at all those who served on board HMS Alliance.





# Partnerships



A key aspect of the National Museum Strategy is to develop regional partnerships allowing the story of the Royal Navy, past present and future to be told across the country.

Negotiations are well advanced with the HMS Trincomalee Trust for them to become an affiliate of the National Museum. This will be an important step forward. HMS Trincomalee is the last surviving frigate of the type used in the Napoleonic Wars, and the only surviving 19th Century wooden warship to have been built on the Indian subcontinent; Trincomalee was built in Bombay in 1817. She is now in Hartlepool where she forms the centrepiece of Hartlepool's Maritime Experience. This consists of a beautifully-researched recreation of an 18th century waterfront; the fighting ships experience, an audio-visual exploration of the war at sea in the Napoleonic wars; and galleries telling the story of HMS Trincomalee herself.



In Belfast, we are working with the Government of Northern Ireland to craft a future for HMS Caroline. Caroline, a light cruiser, is the last survivor of the Battle of Jutland. Built in record time in 1914, she had a long and distinguished career before semi retirement in Belfast as the base for the local RNR unit. They have now left the ship and Caroline awaits decommissioning. If all goes well, she will find a new future as a tourist attraction in Belfast, alongside other tourist developments in Belfast's Titanic quarter.

# Partnerships



The Royal Marines Museum partnered with the Polderhouse Museum in the Netherlands and the Imperial War Museum to develop new displays and an online exhibition that marked the 65th anniversary of the liberation of Walcheren. The Museum is also the Southern Lead Partner with the Science Museum in the "Collecting Stories" project which aims to help museums teach Key Stage 3 Science.

The Fleet Air Arm Museum partners with Airbus, Augusta-Westland and Rolls Royce in the Flying Start challenge.

The Royal Naval Submarine Museum has collaborated with both the University of Winchester and Chichester University on student drama and media projects and Hampshire County Council on family learning and family support.



# Navy



The National Museum has engaged with the Navy in the course of the year in two major ways: regular meetings are held between Navy Command and the National Museum to align strategy and policy and to ensure that issues are addressed at the earliest possible stage. Equally, the National Museum has played a full part in the Naval Heritage Committee, helping to deliver the Navy's wider heritage goals.

For the Naval Heritage Committee, the Asset Classification Working Group has been grappling with the problem of identifying and documenting collections which are still owned by the Navy. In the course of the year, a curator has been employed to catalogue the important collection at Devonport, and a stakeholder group has been established to support the work. At HMS Collingwood, a similar approach is being taken toward the important wireless and communication equipment collection, although in this case the cataloguing work is being undertaken by the stalwart museum volunteers.

Also under the aegis of the Naval Heritage Committee is the work which the National Museum has been leading to find a viable future for HMS Caroline, the second oldest British warship in commission after HMS Victory and the cataloguing of her unique collection.

At HMS Raleigh, the National Museum has been working with the base to create heritage hub which allows recruits to explore the values and ethos of the Royal Navy. Individual stories have been chosen to illustrate different facets of Naval ethos. The National Museum has also developed computer-based interactives which either set these individual stories in an historical context, or which allow recruits to place themselves in an historical situation to see how they would react faced with the same kinds of choices.



# Navy



The Royal Navy Submarine Museum has hosted some 1,597 naval personnel from HMS Sultan and HMS Collingwood this year and every year the students on the Submarine Command Course 'Perisher' tour the Museum.

The Fleet Air Arm Museum supported the Director Naval Recruiting at the Bath and West Show and hosted the Royal Naval Reserves Conference.

The Royal Marines Museum continues its training programme in support of CTCRM Lympstone, including Recruit Troops and the Advanced Command Courses. Plans for a new Heritage Centre at Lympstone are in train and the Museum has a stand at Navy Days (Plymouth) as part of the RM display area.





## Future Projects



The National Museum is working on a number of major capital projects. Our priority is the restoration of HMS Alliance at the Royal Navy Submarines Museum. This £6.5 million project will return the boat to pristine condition and allow for improved access for maintenance. It will also allow visitors a greater insight into her story which spanned a period from 1946 to 1973. The appeal, with HRH Prince William as Patron, has already attracted a £3 million HLF grant and substantial progress on raising the matching funding is already being made. If all goes well, this project will be delivered in 2012.

At the Royal Naval Museum, new galleries are being developed which will tell the story of the Royal Navy in the 20th and 21st centuries through the eyes of the people involved. Their diaries, letters, photographs and reminiscences will all be used in conjunction with the Museum's strong collection of artefacts. There will also be a new special exhibition gallery. The project will cost almost £4 million. The Museum's fundraising team are actively raising the necessary finance. HRH The Princess Royal, the museum's patron, hosted a lunch at Buckingham Palace in June 2009 in support of this appeal and other distinguished visitors have expressed their support. The first stage of the design is now being developed. If all goes well the new galleries will open in 2014 in time to commemorate the hundredth anniversary of the First World War.



## Future Projects



At the Royal Marines Museum, there are active plans to restore Eastney Fort East and reinstall a disappearing gun, while at the Fleet Air Arm Museum there is an ambitious plan to create anew entrance space to the museum. This will house the earliest vessel from which a naval aeroplane was launched.

In addition to these projects the National Museum will be delivering its partnership with HMS Trincomalee during 2010 and also developing a solution for the future preservation of HMS Caroline.



# Celebrity Visits

---



*Sir Mark Stanhope, First Sea Lord*



*HRH The Princess Royal*



*Sir Trevor Soar,  
Commander-in-Chief Fleet*



*Lieutenant General Lee Hong-Hee,  
Republic of Korea Marine Corps*



*Baroness Taylor*



*Tommy Steele*