

Enterprise and Adventure

2018

IMPACT REPORT

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Design: Sarah Doyle / se.doyle@btinternet.com Cover: HMS Queen Elizabeth makes a triumphant entry into Portsmouth



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Opposite HMS Queen Elizabeth in Rosyth by Lachlan Goudie.



Introduction

2018 HAS BEEN a remarkable year! The National Museum of the Royal Navy (NMRN) has seen a record breaking year for visitor numbers in Portsmouth Historic Dockyard (PHD) at 950,000. PHD thus plays a key role in influencing the local region's social and economic landscape. Its economic impact is equal to £110.4m per annum. The Association of Leading Visitor Attractions (ALVA) sees the NMRN joining the premier league.

2018 is the year that the NMRN completed one of its most demanding and complex projects to date, HMS Caroline in Belfast. A £20m project, stretching over eight years saw an iconic ship, the only survivor of Jutland, conserved and interpreted. Alexandra Dock and its attendant Pump House is now transformed from an industrial wasteland into



a polished and integrated heritage visitor attraction. The support of the Northern Ireland Government has been central to success.

Now, none of this could have been achieved without the most generous support of the Heritage Lottery Fund (HLF). The National Museum is indeed fortunate for the HLF's continuing support both for the creation of a new Royal Marines Museum and 'Storyhouse 12: The Navy Unlocked' and the conservation of LCT 7074 and its display at the D-Day Story.

In Gosport, working with the Coastal Forces Heritage Trust, the NMRN is developing plans for the 'Spitfires of the Sea' exhibition, featuring CMB 331 and MTB 71 and has invested over £300,000 in the conservation of HMS Trincomalee in Hartlepool.

On a more sober note, the Mary Rose Trust has decided to chart its own path outside the PHD family, moving towards a 'Tudor life' experience. We did not want them to go, but we wish them well. They will always be welcomed back.

Looking forward, we are committed to giving our visitors unparalleled choice, value for money and a great day out. Bringing to fruition the HLF projects in the pipeline is central to achieving this. Equally, the opportunity to turn South Office Block in PHD, itself a remarkable historic building, into a home for all our disparate staff after a delay of six years is a very high priority. In the very near future the policy issue whereby the NMRN, as a national museum should be funded to allow free visitor access in line with Government policy, will need to be addressed.

- Completing the HMS Caroline capital project on 27 March 2018. The culmination of a £20m eight-year project delivering HMS Caroline, Alexandra Dock (a scheduled ancient monument) and an Edwardian Pump House into an integrated heritage visitor attraction.
- Achieving a record breaking year for PHD with some 950,000 visitors, delivering a positive economic impact to the local economy of £110.4m per annum.
- Securing an HLF Round 1 pass to support a £5m project for the conservation and interpretation of the only surviving Landing Craft Tank (LCT 7074) from the D-Day invasion. LCT 7074 will be exhibited at the D-Day Story in Southsea, an affiliate of the NMRN.
- Submitting an HLF Round 2 application to secure £13.75m towards a brand new Royal Marines Museum and 'Storyhouse 12: The Navy Unlocked', to house the newest national collection of 2 million artefacts in PHD.
- Starting a £3m project for a new support system for HMS Victory. This ambitious project, awarded to BAE Systems will install 134 props to arrest the movement of the ship's hull; a precursor to Victory's £35m 15-year conservation project.

- Building a partnership with the Maritime Archaeology Sea Trust (MAST) on a new excavation into the 1758 wreck of HMS Invincible. With HLF support at Round 2, the project will involve new audiences in public archaeology and showcase discoveries with partners at Chatham Historic Dockyard and beyond.
- Developing the Devonport Naval Heritage Centre solution with the Naval Base Commander Devonport and Plymouth City Council, thus saving the Devonport heritage collection.
- Signing a 3-year Memorandum of Understanding with Malta Maritime Museum to identify opportunities for collaborative research and understanding of naval heritage on regional, national and international levels.
- Re-invigorating the NMRN's affiliate membership programme working with naval heritage partners elsewhere in the UK and overseas including the former Royal Naval Hospital Haslar and the Milford Haven Port Authority.
- Undertaking a feasibility study into the future of the Fleet Air Arm Museum (FAAM), thus preparing the ground for further work.

Major Achievements



Opposite left Left to right Director General Professor Dominic Tweddle with Arlene Foster MLA and Admiral Sir Jonathon Band GCB, the Chairman of the NMRN.

Opposite right HMS Caroline completed. Dock, Pump House and ship at sunset.

Deek Wilson

Left HMS Victory – a modern support system for her future.



Success in Portsmouth

THE NMRN IS CELEBRATING its best-ever performance across the country and at its destination brand, PHD. PHD transferred to the National Museum in 2014 and under its stewardship visitor numbers to the site are at an all-time high at 950,000.

At PHD, the National Museum owns HMS Victory; HMS Warrior 1860; The National Museum of the Royal Navy Portsmouth; Gosport's Royal Navy Submarine Museum and Explosion Museum of Naval Firepower and HMS M.33. In 2020 we plan to open a brand new Royal Marines Museum and 'Storyhouse 12: The Navy Unlocked', housing 2 million collection items.

In Portsmouth alone £4m will be invested in historic ship conservation during 2018. Conservation expertise of

historic ships was one of the compelling reasons the Warrior Preservation Trust Limited joined the NMRN in 2017. The NMRN plans to have a 22-strong team specialising in conservation, archaeology, maintenance and management to oversee the care of its national historic fleet.

Below left The newest addition to the NMRN historic fleet, HMS Warrior at sunset.

C. Stephens

Right HMS Victory is one of the most popular attractions at Portsmouth Historic Dockyard.

Opposite bottom HMS M.33 – a dazzling Gallipoli veteran.



£110.4 million

ECONOMIC IMPACT ON THE LOCAL AREA EACH YEAR

Portsmouth Historic Dockyard has an economic impact on the local economy, in the Solent Local Economic Partnership area, equal to £110.4 million every year.

2,750

FULL TIME JOBS SUPPORTED

As a comparison, this economic impact is equivalent in size to supporting 2,750 full time jobs.

“ This outstanding performance clearly demonstrates the benefit to Portsmouth of the National Museum. Our performance at PHD bodes well for our museums country-wide as it serves as a stimulus to all. It highlights the importance of museums and the cultural offer in economic development particularly in partnership with the Department for the Economy Northern Ireland and Hartlepool Borough Council.

Victory is one of the most important ships in the history of the Royal Navy. Her enduring appeal means Portsmouth will remain a magnet for tourists for decades to come. Victory's conservation remains one of our greatest priorities.

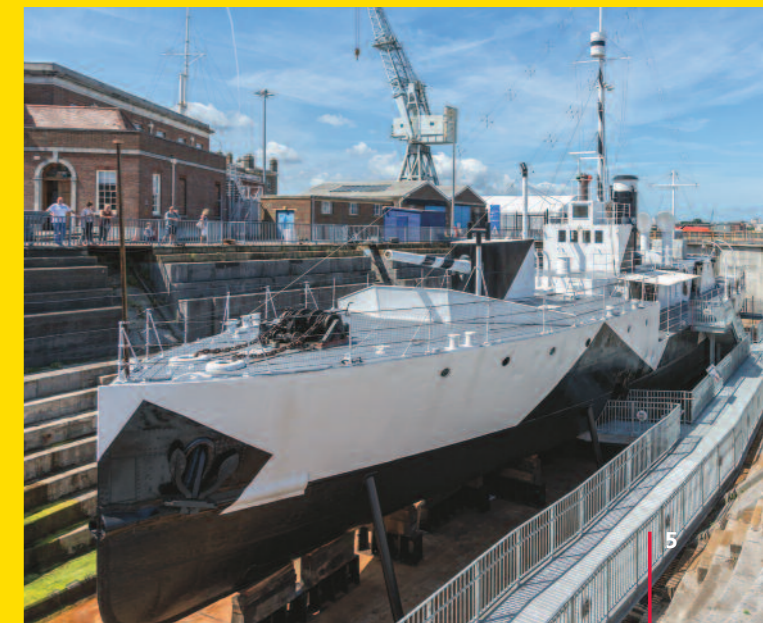
Just two of our projects in Portsmouth mean a £17m investment in a brand new Royal Marines Museum and 'Storyhouse 12: The Navy Unlocked'; both are due to open in 2020. We may be the youngest of the national museums but I suspect we are the busiest!

PROFESSOR DOMINIC TWEDDLE ~ DIRECTOR GENERAL



As an **iconic** and **historical** landmark, Portsmouth Historic Dockyard plays a **key role** in influencing the local region's **economic** and **social** landscape. **Beyond** the city of Portsmouth and the South Coast, Portsmouth Historic Dockyard has a **national** and **global** influence attracting visitors and **media interest** from all around the **world**.

ON THE IMPACT OF PHD, RESEARCHED BY THE UNIVERSITY OF PORTSMOUTH'S BUSINESS SCHOOL





HMS CAROLINE'S compelling story appeals to visitors of all ages.

Left The Galley Kitchen onboard Caroline.

Below Caroline in Alexandra Dock and, in the background, the new integrated heritage visitor attraction in the Edwardian Pump House.

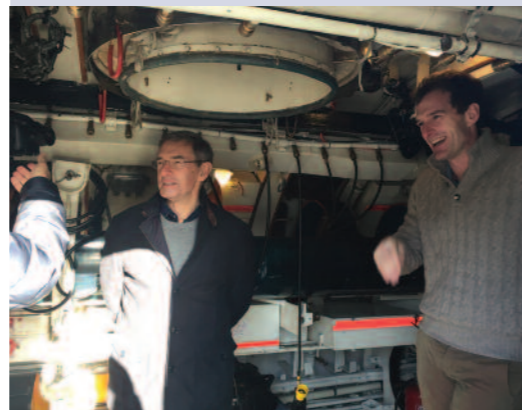


Left Visitors meeting the crew of Caroline.

Clockwise from below The bow of Caroline provides a striking backdrop for a selfie; the restored engines; exploring the Marines' Mess – audio guides provide added interpretation for visitors onboard the ship.

Completing HMS Caroline





Fundraising and Membership

2018 SAW THE LAUNCH of our new Membership scheme, helping to create a long term sustainable business model for the organisation. In just the first year over 2,500 supporters joined, enjoying access to all of our sites, special benefits, events and discounts.

BMT NEW CORPORATE PARTNER

During the year, the National Museum welcomed leading international design, engineering and risk management consultancy BMT as a corporate partner. BMT has already worked with the NMRN on several maritime conservation projects such as HMS Alliance and Warrior.

The partnership will see BMT and the National Museum continue to work closely on maritime heritage programmes providing young graduate engineers at BMT with unique experience and insights into maritime design. The partnership will also see BMT supporting the NMRN with future STEM initiatives, blending education and history with modern day application.

“ BMT has long been a supporter of the NMRN, and we are delighted to cement this with our new partnership. The Royal Navy has always pushed the boundaries of design and innovation, and we look forward to fusing our already active STEM [Science, Technology, Engineering and Mathematics] initiatives with those of the NMRN to engage younger generations in the preservation of our past and inspiration for our future.

SARAH KENNY ~ CHIEF EXECUTIVE AT BMT



Below left Curator Kate Braun, Commodore John Macdonald, Director General Dominic Tweddle and Director of Visitor Experience John Rawlinson at the 2017 DSEI (Defence and Security Equipment International) exhibition in London.

Below CMB 331 safe and sound at FAAM.

Lights, Camera, Action

OUR TOTAL MEDIA COVERAGE has a value of almost £13m. The content on our website was read at least 651,728 times and our twitter feed at least 3,400,000.

A busy year in fundraising included a public event for the arrival of HMS Queen Elizabeth and fundraising

dinners at Trinity House, London and onboard Victory. Fundraising campaigns centred around Storyhouse 12 and the new Royal Marines Museum. Crowdfunding appeals were made to save a rare Coastal Motor Boat CMB 331 and to conserve the F7 Falklands landing craft.

Above left BBC One's, The One Show, with Angellica Bell in the Victory wood store.

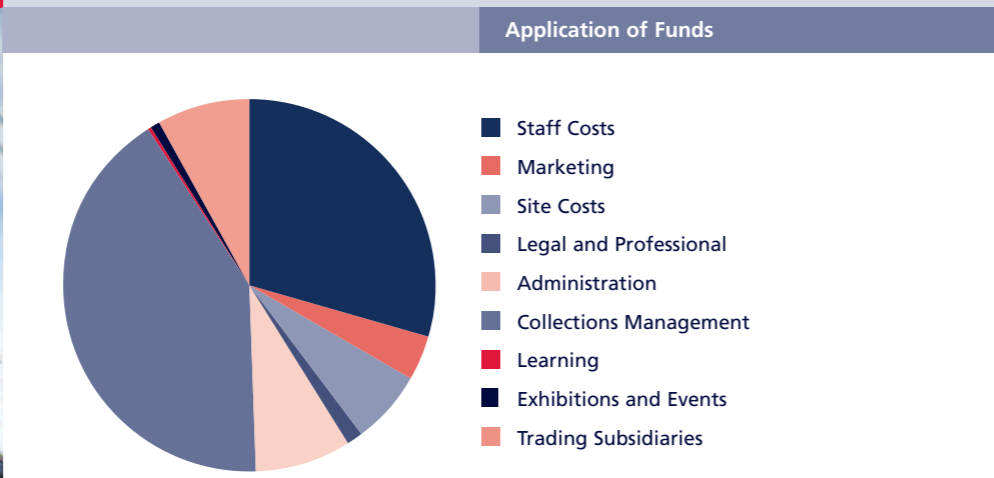
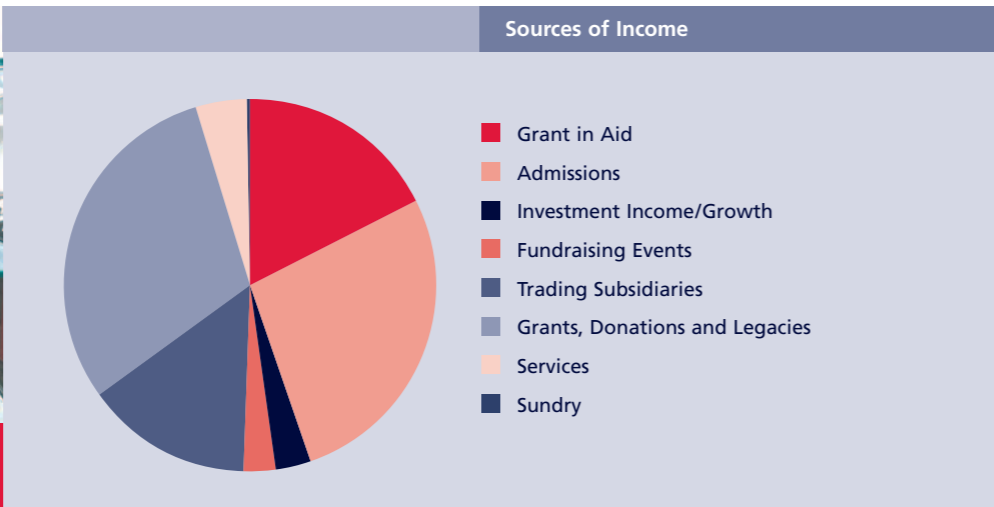
Top Commodore Eric Thompson MBE author of On Her Majesty's Nuclear Service (2018) with TV historian and presenter Dan Snow.

Above June Brown, aka EastEnders' Dot Cotton, is a former Wren.





Use of Funds



FOR EVERY £1 of Grant in Aid, we raise another £5.67.

Above left Catering offer in The Copper Kettle onboard Warrior.

Left Hands on activity at Hartlepool.

Opposite Award-winning Ernie the knitted sailor is a replica of the original, made by submariner Ernest 'Gus' Britton in the 1940s (shown here playing the bagpipes). The original Ernie was inspired by his father who served on Caroline in the Battle of Jutland.



Trading Update

NMRN TRADING SPECIALISES in retail, food and beverage, events, media and brand licensing. This generates a turnover in the region of £3.5m and an annual profit of approximately £500,000.

Warrior is the most notable addition to the portfolio. A new shop opened onboard, based in the old carpenter's workshop and using many recycled items, ensuring the overall theme and look of the shop is in keeping with

the visitor journey. Last year saw the launch of our first children's publication, *Join the Crew*, which features all of our museums selling for £5.

Ernie, the knitted sailor won two awards with the Association for Cultural Enterprise, Best Product (under £1m turnover) and Best Product overall winner. Ernie replicates an artefact in the HMS Gallery.

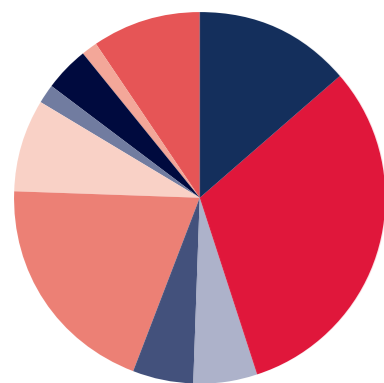
Special mention must go to our café team in Hartlepool, who exceeded their annual target by 34%, some £26,158, and spend per head by 16%. The Copper Kettle, Warrior's new café, was our first café to open at PHD.

Ticketed events had a strong year with the introduction of a Rum Festival in Portsmouth and the Subaquatic Steampunk weekend at the Royal Navy Submarine Museum (RNSM). Such was the success of the Rum Festival, the event has been extended to all NMRN locations for 2018, including two nights on Warrior. Weddings and corporate hires continue to be a big part of the trading company's output, with over 500 hosted in 2017. We now have a range of 11 NMRN souvenir guide books, of which we sold over 58,000 in 2017.



Visitor Services

DELIGHTING OUR VISITOR is our first priority. Training courses are held to enable the delivery of World Host training and the Principles of Customer Care across the NMRN and each site now has at least one fully qualified trainer.



- The National Museum Portsmouth
- HMS Victory
- HMS M.33
- 36 Hours: Jutland
- HMS Warrior
- Royal Navy Submarine Museum
- Explosion
- The National Museum Hartlepool
- HMS Caroline
- Fleet Air Arm Museum

Visitor Numbers



Our recent mystery shopper reports show an overall average score of 85%, an improvement of 5% against previous reports. Feedback from these reports includes:

“ All the team members were friendly, helpful, knowledgeable and enthusiastic.

The children were enthralled with the display and enjoyed watching and hearing the gun and cannon go off.

A retail and catering offer has recently been launched on Warrior. Reactions are pleasing:

Well stocked with souvenirs. There was a wow factor seeing all the products relating to the ship I had just learnt about.

POSITIVE FEEDBACK FROM NMRN VISITORS

Below We had 1.3 million visitors to all our sites nationwide.



Left The chelengk adorns a replica of Nelson's hat.

Below Author Martyn Downer, BBC jewellery expert Joanna Hardy, jeweller Philip Denyer and hatters Lock & Co Chairman Roger Stephenson.

Bottom Jeweller Philip Denyer in Victory's Great Cabin.

Recreating a Lost Treasure

TO CELEBRATE TRAFALGAR DAY on 21 October 2017, the NMRN revealed the first authentically recreated replica in diamonds of Vice-Admiral Lord Nelson's fabled lost jewelled chelengk.

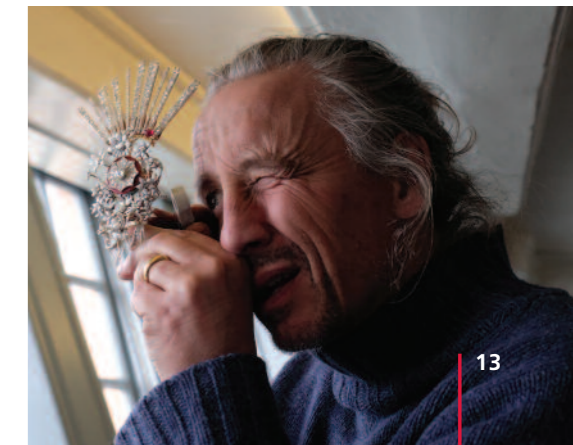
Given to Nelson by Sultan Selim III of Turkey after the Battle of the Nile in 1798, the chelengk became a symbol of Nelson's prowess, proudly worn on his hat like a turban jewel. It caused a sensation in England with images of it published in the fashion press and in many portraits of Nelson starting a craze for similar jewels.

However, when on display in 1951, the jewel was stolen and lost forever. Now, thanks to the author Martyn Downer's latest book *Nelson's Lost Jewel*, which tells the extraordinary true story of the chelengk and

unearths new found drawings of the original, a replica of the jewel has been created for the first time.

Made by a highly-skilled British goldsmith in London using traditional techniques, the replica contains over 300 diamonds, placed in 13 rays to represent the French ships captured or destroyed in action. The jewel also has a clockwork mechanism in the centre allowing the Ottoman star to rotate.

The chelengk has been on display in the Nelson Gallery and is exhibited on a black felt cocked hat newly made to Nelson's exact measurements by his London hatters Lock & Co. A specially commissioned short film gives visitors a unique historical insight into this fascinating project.

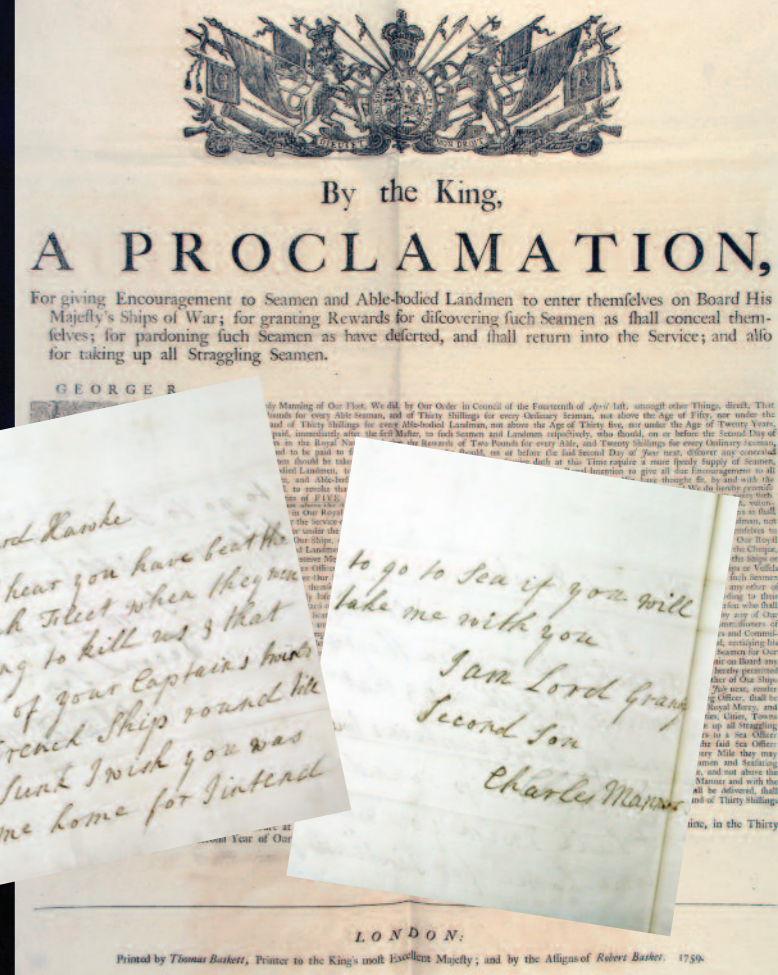
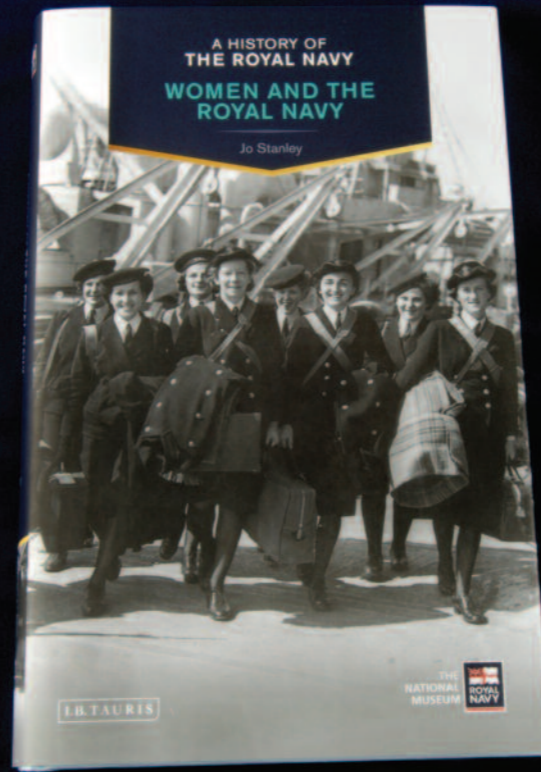




Left An unusual acquisition throws light on the service of 'kroumen' – men from Liberia and the Ivory Coast who were recruited to serve in Royal Navy ships in West Africa. This small elephant tusk was carved by 'Jim Freeman' in the 1820s when part of the crew of HMS Sybille and HMS Owen Glendower taking part in anti-slavery patrols.

Right A new addition to the series in partnership with I.B. Tauris.

Far right Items from the collection of Admiral Edward Hawke; a letter to Hawke from a young gentleman – Charles Manners – eager to enter naval service with Hawke, and a Royal Proclamation from King George II in 1759 encouraging men to enlist 'on Board His Majesty's Ships of War'.



Collections, Research and Scholarship

INTEGRATION OF THE MUSEUM'S collections into a single national collection continues. Major acquisitions also come as new trusts join the museum. Warrior is not just a 9,000 ton Victorian marvel, but has an important associated collection. Amongst recent purchases is a large, significant collection of the papers of

Admiral Edward Hawke (1705-81) containing over 300 items. They are a fascinating mixture. Letters from the Royal family, politicians or the Admiralty, secret instructions and printed proclamations all sit alongside drafts of his personal papers, private letters and even ballads written at sea. With help from a crowdfunding

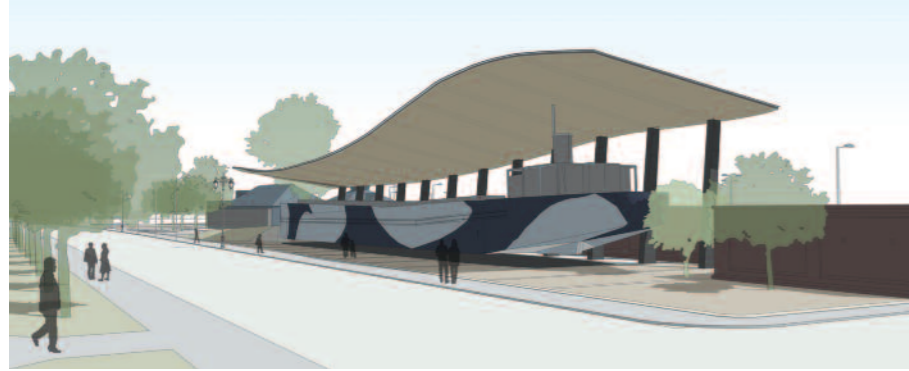
campaign and donations from the Friends, the museum has acquired the 55 foot Coastal Motor Boat CMB 331. CMB 331 was built and commissioned in 1941 and saw service in flotillas in the Channel, but is essentially a design unmodified from the boats which were the foundation of Coastal Forces in the First World War.

Right Union flag – part of a supply drop by the Royal Australian Air Force to Macassar Prisoner of War Camp, Indonesia, in September 1945. Prisoners in the camp included many members of the crew of the cruiser HMS Exeter (sunk in the Battle of the Java Sea in 1942) who have signed the flag.





Future Projects



THE PROJECTS that the National Museum undertake, tell the naval story of its people, its ships, submarines and aircraft. Our work varies in scale and size but is designed to reach out to tell the story and save iconic ships and artefacts for future generations. The images here are just a flavour of our future projects.



Above left LCT 7074 displayed at the D-Day Story.

Pritchard Architecture

Left Artist's impression of the new Royal Marines Museum.

REAL Studios



Left Ship model display wall in 'Storyhouse 12: The Navy Unlocked'.

Petrichor

Opposite Initial artist's impression for the 'Spitfires of the Sea' permanent gallery at Explosion Museum of Naval Firepower.

Studio MB





Left Crew from HMS Argyll were on hand to assist at the 2017 DSEI (Defence and Security Equipment International) exhibition in London.

Below Crew from aircraft carrier Queen Elizabeth (shown in the background) with the Colossol Carrier nutcracker statue.

Navy



Above left and above right 120 people supported an event on Indian frigate INS Tarkash in aid of HMS Trincomalee's bicentenary appeal. Guests included the Secretary of State for Defence, the First Sea Lord (above), the Indian High Commissioner and a range of other supporters.

Left Crew from HMS Queen Elizabeth come face to face with a dozen specially-commissioned nutcracker statues – created to celebrate the 12-days of Christmas marking key events from naval history.





Notable Visitors

Clockwise from top Kenneth Branagh; Tomasz Schafernaker with curator Nick Hewitt; Stephen Morgan, MP for Portsmouth South; His Excellency Professor Cheikh Ahmadou Dieng – Senegalese ambassador; Rt Hon Gavin Williamson MP, Secretary of State for Defence with Sir Jonathon Band and Cllr Donna Jones; Sir Jonathon Band and cultural commentator Afua Hirsch.



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