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Cover illustration: Matilda North, aged 6, St. James CE Primary School, Coldwaltham



# 2012 IMPACT REPORT

*Enterprise  
and  
Adventure*

LOCKHEED MARTIN



Lockheed Martin ~ Corporate Partner

BAE SYSTEMS

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**The National Lottery**  
through the Heritage Lottery Fund



AON

THE  
NATIONAL  
MUSEUM



## ABOUT ARMED FORCES DAY

*I don't think I have the words to express how grateful I am for what you and your team did for Tony and his family on Saturday.*

## ABOUT THE ASSAULT COURSE

*Our son got involved with the Royal Marines Cadets on the assault course and he really enjoyed it, especially the dressing up!*

## ABOUT FINDING YOUR NAVAL ANCESTORS

*I found this afternoon both interesting and informative. I think it has given a good head start in my quest to research my family.*

## ABOUT THE ROYAL MARINES MUSEUM

*The quality of the displays was wonderful and we loved the new Afghanistan tribute area; the whole museum was fantastic and we will definitely go again!*

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# INTRODUCTION



**Top image:** Admiral Sir Jonathon Band GCB; the Chairman of the Board of the National Museum of the Royal Navy.

**Above:** Sir Don Gosling being welcomed onboard HMS Victory by Sir Jonathon Band, May 2012.

When I reflect upon my introduction to last year's Impact Report, I was fairly certain in my own mind that 2011 would be the year of HMS Caroline. Life as we know has a way of surprising you, and in fact 2011 turned out to be the year of HMS Victory. A huge amount of very fast work saw the most famous naval ship in the world, a true icon, transfer into a Preservation Trust controlled by the National Museum of the Royal Navy at 22:00 on 29 March 2012. The transfer would never have been made without the generosity of The Gosling Foundation, which endowed the ship with £25 million; a sum matched by the Ministry of Defence.

If this was not quite enough, we also celebrated 100 years of a Naval Museum presence in Portsmouth on 26 June 2011. This anniversary was marked by a day of celebration with our Patron: HRH The Princess Royal. Add to this HMS Alliance's and the 20th and 21st Centuries Gallery's successful Round 2 HLF applications and the start on site of the work to refurbish the submarine, then 2011 has been hugely successful by any measure you could choose to apply.

The National Museum's character is one of 'enterprise and adventure' and that character will be tested in 2012 as HMS Caroline, the only survivor of the Battle of Jutland, is now at most serious risk of being broken for scrap. We will bend all our energies to save her and the coming year is crucial if we are to provide a fitting memorial, as we approach the 100th Anniversary of the First World War, for all those who lost their lives at sea in that conflict.

**Opposite:** 2012 marks the 90th anniversary of HMS Victory's permanent dry-docking. As the ship embarks upon an extensive period of restoration and repair, the National Museum is well placed to lead the conservation project.



# MAJOR ACHIEVEMENTS



**Main image:** Firing the main charge from the 12 pounder gun, 28 May 2012.

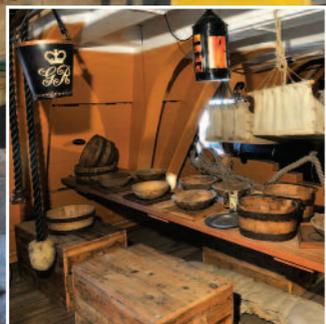
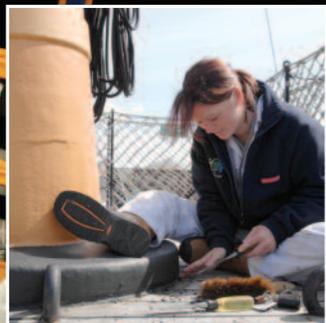
**Opposite images from top:** 'Bones of Oak and Iron' – a temporary exhibition; homemade patrol base signs; improved archive facilities at the Royal Marines Museum.

# MAJOR ACHIEVEMENTS



- Transferring HMS Victory, Flagship of the Royal Navy and the National Museum from the MoD into the care of the HMS Victory Preservation Trust; a part of the National Museum of the Royal Navy, on 29 March 2012
- Celebrating 100 years of a museum presence on the Portsmouth site, with a 100th birthday party on 26 June and visit by HRH The Princess Royal on 29 June 2011
- Achieving a successful Round 2 HLF grant of £3.4 million for the HMS Alliance refurbishment project in May 2011 and the start on site of the civil engineering phase
- Achieving a successful Round 2 HLF grant of £1.4 million grant for the creation of the 20th and 21st Centuries Gallery in November 2011
- Continuing the National Museum's affiliate membership programme and welcoming both the Coastal Forces Heritage Trust and the Frigate Unicorn in Dundee in 2011 joining HMS Trincomalee in Hartlepool
- Creating a temporary exhibition 'Bones of Oak and Iron' in three months, at a cost of £250,000; this tells the story of the care and repair to HMS Victory since 1759
- Completely refurbishing the present day contemporary display area at the Royal Marines Museum, featuring exhibits relating to amphibious, anti-piracy and land based operations
- Maintaining and operating HMS Caroline, the last Jutland survivor, in Belfast and searching for an enduring solution with the Northern Ireland Executive
- Celebrating the centenary of the beginning of fixed wing flying in the Royal Navy; the Fleet Air Arm Museum created an exciting and new exhibition featuring some of the oldest material in its collection
- Creating a partnership agreement with Lockheed Martin who have agreed to be our first corporate partner for 6 years worth £250,000

# PRESERVING HMS VICTORY



**Main image:** Looking to the future, sections of Victory's hull planking will be replaced over the next few years.

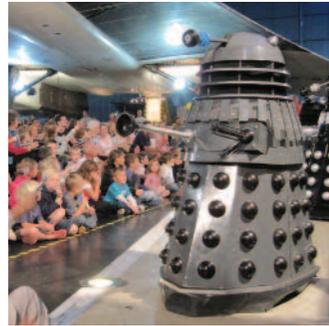
**Opposite:** Work to the ship over the past 12 months has included structural repairs around the foremast.

On 29 March 2012 the National Museum accepted the gift of HMS Victory into the HMS Victory Preservation Trust, under the care of the HMS Victory Preservation Company. The transfer of Nelson's flagship was made possible by the gift of two endowments; £25 million from the Ministry of Defence, and an extraordinarily generous £25 million from The Gosling Foundation.

**Images from top:** 2011 saw 290,000 visitors tour the ship; Shipwrights re-caulking the fo'c'sle – ensuring Victory is weather tight is crucial to her survival; the Lower Gun Deck. Conservation is at the heart of the museum's approach to Victory's preservation, so that future generations have the opportunity to walk the same decks as Nelson.



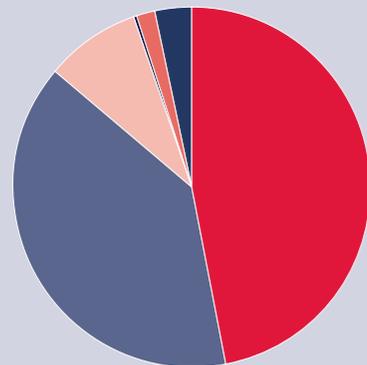
# USE OF FUNDS



Above: Audience with a Dalek at the Fleet Air Arm Museum.

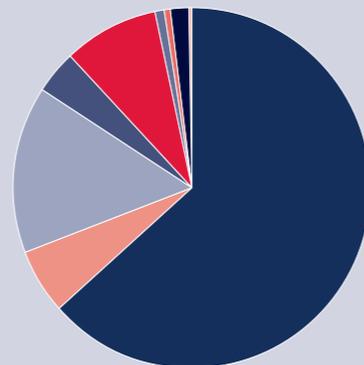
Grant in Aid, provided by the Ministry of Defence, remains the major source of funds for the National Museum. However, for every £1 in Grant in Aid the Museum raises another £1.15, an improvement over last year when the equivalent figure was £1.12. This strong performance reflects the transfer of the revenues and costs of HMS Victory to the National Museum. The National Museum of the Royal Navy's performance remains above average when compared with other national museums.

The overwhelming majority of all funds are expended on the running costs of the four museums and HMS Victory, with the largest expenditure being made on staff, some 61% of the total. Administrative structures are under review, with an agreement to merge the Portsmouth support functions in early 2013.



NMRN Sources of Income

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



NMRN Application of Funds

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

Below: 'Meet the Marines' programme.

Images from top: The Festival Players at Armed Forces Day, June 2011; 'New, Found Treasures' exhibition at the NMRN; Cockleshell Heroes film.

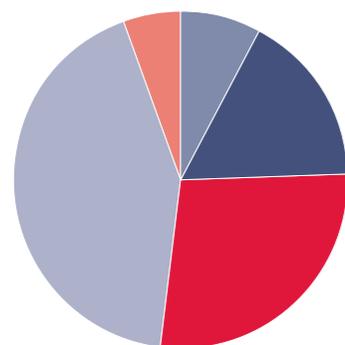


# VISITOR SERVICES



# VISITOR SERVICES

From 1 April 2011 to 31 March 2012 there were 631,618 visits to the National Museum, broken down as follows across the major sites:



NMRN Visitor Numbers

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- NMRN Portsmouth
- HMS Victory
- Royal Marines Museum

**Above right:** The 'Horrible Science' exhibition at the Royal Navy Submarine Museum.



In addition there were an estimated 20,000 visitors to RNAS Culdrose with 2,167 visitors taking the Air Station Tour. Given that all our sites charge for admissions, a reduction of only 4% in visitor numbers is no mean feat in challenging financial conditions. There were also some 622,344 unique visits made to the websites within the NMRN.

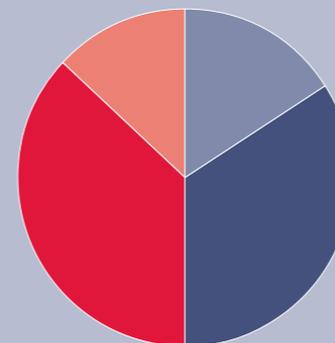
Press and PR coverage was valued at £1,183,824 Advertising Value Equivalent (AVE) and reached 655,316 people. Nine major TV programmes used NMRN and its facilities and reached an estimated additional audience of over 10 million viewers. On social media, 7,222 follow the NMRN on Facebook and 8,697 on Twitter. Thus the National Museum, including Press and PR, touched 1,931,895 people. So at the 100th Anniversary of a Naval Museum in Portsmouth, the number of people reached was nearly 2 million.

At the heart of our service to our visitors are the special exhibitions and events. The following images show that 2012 has been a rich and varied display across all our Museums in the group.

To cap it all, the NMRN produced a series of bestselling Christmas cards and calendars for 2011 and a new guide book for HMS Victory was published in March 2012.

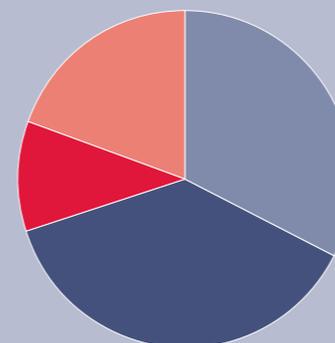
# VOLUNTEERS

Images below, clockwise from left: Volunteer Explainers at the Fleet Air Arm Museum; Royal Marine Cadets on family activities; volunteers at the Royal Navy Submarine Museum.



NMRN Volunteer Numbers

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- NMRN Portsmouth
- Royal Marines Museum



NMRN Volunteer Hours

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- NMRN Portsmouth
- Royal Marines Museum

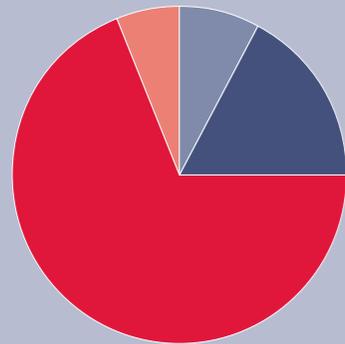
The four museums depend on the 'unsung heroes', the volunteers, to deliver a huge range of services across the entire spectrum of museum activities as shown in the following images.

Numbering some 195 in all, the volunteers give 22,880 hours of work in total. These are all very knowledgeable and devoted people, and the hours they work equate to some 22 Full Time Equivalents, which contributes £400,000 to the work of the National Museum.



# LEARNING AND ACCESS

From 1 April 2011 to 31 March 2012, the National Museum of the Royal Navy provided over 42,421 formal learning visits to schools, colleges and universities across our four sites:



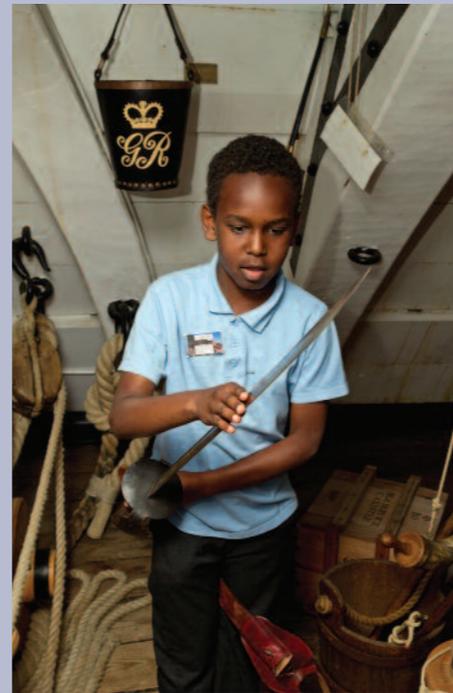
## NMRN Formal Learning Visits

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- NMRN Portsmouth
- Royal Marines Museum



A further 32,164 foreign language school pupils visited the National Museum of the Royal Navy and HMS Victory, representing an increase of 16% when compared to last year. The amount of time Learning Staff were engaged to direct delivery to schools, colleges and universities equated to over 87,155 contact hours. In excess of 1,156 school workshops and curriculum-linked tours were delivered across all of our sites.

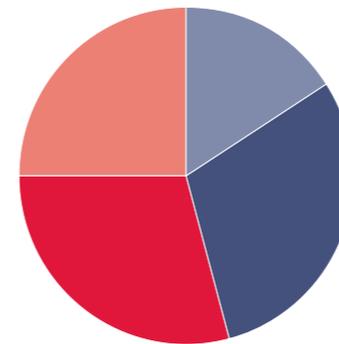
**Above left:** Children take over the control room of HMS Alliance at the Royal Navy Submarine Museum.



**Above right:** Children's Take Over Day at the National Museum - onboard HMS Victory.

# LEARNING AND ACCESS

From 1 April 2011 to 31 March 2012, the National Museum of the Royal Navy provided over 427 non-formal learning activities across our four sites, involving 29,382 participants:



## NMRN Non-Formal Learning Activities

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- NMRN Portsmouth
- Royal Marines Museum

These included 'Behind the Scenes' tours and special interest talks, 'Commando Fit' holiday activities, special events for families, the 'Cabin Club' for toddlers, a 'Dads' Club' and a 'Naval Tea Club' for seniors plus object-handling sessions and craft activities.

BAe Systems's sponsorship of the National Museum's educational programme, worth £60,000 over a 3 year period is now in its second year.



**Images from top:** School children dressed as Second World War evacuees; making model aeroplanes.

# COLLECTIONS AND SCHOLARSHIP



**Above:** Ensign Popular camera, and tripod. The photographic plates and negatives were taken by Leonard Stace RNVR during the First World War.

**Above right:** The last surviving Westland Wessex 5 helicopter to have served in both the Falklands Campaign and Northern Ireland. It was acquired by the Fleet Air Arm Museum in 2011 and will feature in the 2012 Falklands 30 exhibition.



The museums' collections staff continue to make the hard decisions of what historic material to collect, how to preserve it and then make it accessible to our public. At a time when auction prices for some types of material are prohibitive and when the Navy's reduction in size is creating 'orphan collections' this presents particular challenges. Despite this there have been many significant additions to the museums' collections.

The majority have come as generous gifts come from the public – whether this is something valuable such as the silver cup presented to the Physician John Drysdale by Admiral Rodney in 1782, or something of great personal significance like the soft toy used as a mascot by the Royal Marines aviator Capt G B K Griffiths RM, in 1940. Working with donors allows us to capture the essential provenance of material, but this reactive collecting is not sufficient on its own to build collections for the future and a more strategic approach is required.

One example is the HMS Alliance Personal Testimony project which completed 30 oral history interviews with former crew members. More selective contemporary collecting to reflect current operations includes items like the wooden sign for 40 Commando RM used at Patrol Base Ezaray in Afghanistan, 2010.

# COLLECTIONS AND SCHOLARSHIP



The system for the transfer of MOD assets, which is so essential for the museums to capture the RN's recent history, is developing well and providing important material. Much has come from ships which have gone out of commission including iconic material from the Ark Royal such as her funnel badges and the leather bridge chair used by the Captain throughout her service. Transfer can be of fittings, pieces of equipment or even aircraft – for sheer size it is hard to beat the Westland Wessex 5 helicopter used in the Falklands, or the BAe Harrier GR9 flown in Afghanistan by the Naval Strike Wing, which were acquired by the Fleet Air Arm Museum.

A comprehensive research seminar programme was launched in October 2011, with seven seminars delivered to date. A new partnership with the Royal Navy will lead to the inaugural 'First Sea Lord's Lecture in Naval History and Strategy' in June 2012 and planning is in hand for a long term programme of academic conferences. The National Museum also launched a major initiative to produce up to 14 different volumes on the history of the Royal Navy for the popular audience.

The National Museum, across its sites, has hosted 1,625 individual external research visits and answered 10,665 phone, letter and e-mail enquiries.

**Images from top:** Seafox underwater remote inspection vehicle. Essential for the Navy's mine clearance operations, it was used in Libya in 2011; some of the medals awarded to Major E.M. Pritchard who, in 1919, became the first person to reach American soil by air from Europe in an R34 airship; silver cup presented in 1782 to John Drysdale for his help during an outbreak of yellow fever in the British Fleet in the West Indies.

# PARTNERSHIPS AND AFFILIATES



**Images from above:** HRH The Princess Royal visiting Unicorn, April 2011; original documents from HMS Caroline.

**Right:** Unicorn's figurehead.

**Far right from top:** HMS Caroline; HMS Trincomalee awardees.

A fundamental element of the National Museum's Strategy is to develop and extend regional partnerships thus allowing the story of the Royal Navy, past present and future to be told across the country.

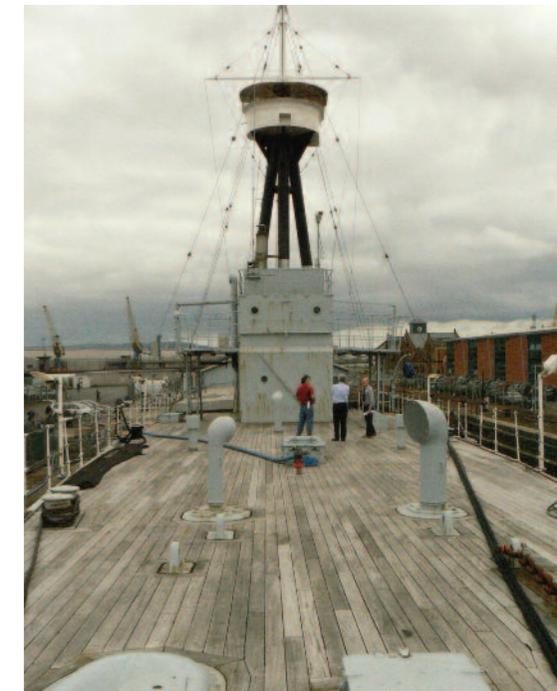
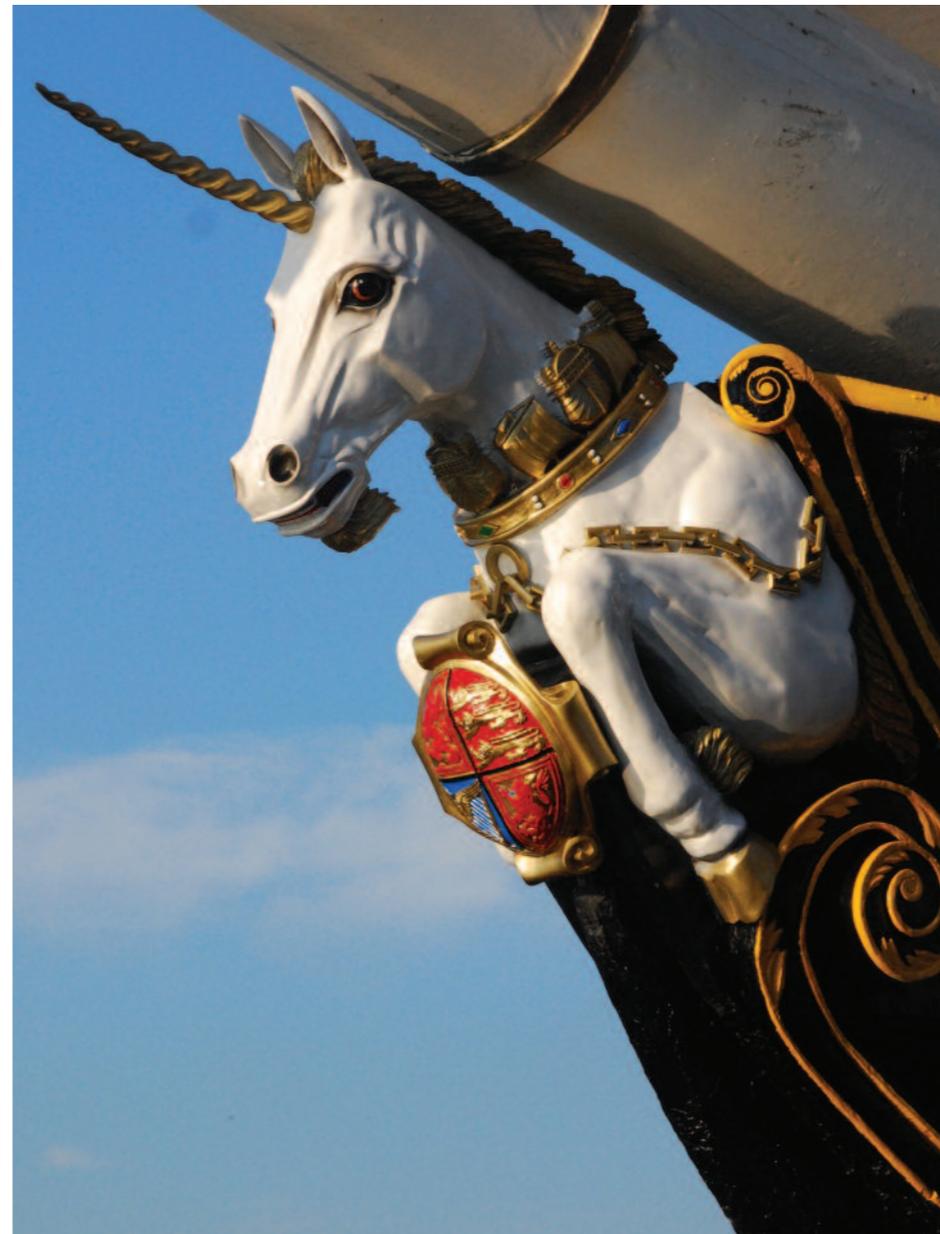
The latest affiliate member to the National Museum is the Coastal Forces Heritage Trust. Now co-located with the museum in Portsmouth, the affiliation brings the opportunity to focus on the vital role our Coastal Forces played, especially during the Second World War.

The affiliation with the Unicorn Preservation Society was celebrated in April 2011 in Dundee with a visit by HRH The Princess Royal, who is the Patron of both Unicorn and the National Museum. The ceremony was marked by the presentation to the Society of a number of copies of the original drawings of a 'Leda' class frigate, made by Sir Robert Seppings, who supervised the building of Unicorn in Chatham in 1824. The Frigate Unicorn was also the star of the show at the Edinburgh Tattoo in 2011.

The HMS Trincomalee Trust was honoured by the International Society for Nautical Research in August by the award of Victory medals and commendations for the 'monumental achievement which is HMS Trincomalee'. Victory Medals went to Captain David T Smith OBE FNI RN, President of the HMS Trincomalee Trust, and Les Gilfoyle, who was Works Superintendent for the restoration. A Certificate of Commendation was awarded to Keith Johnson, who was Senior Technical Officer/Chief Draughtsman during the restoration of the Ship from 1990 to 2001. Mrs Jackie Stevenson, also collected a posthumous Certificate of Commendation on behalf of her late husband Bill Stevenson, who was Restoration Manager for the project from 1987 until his death in 1999.

In Belfast, we continue to work with the Authorities of Northern Ireland to craft a future for HMS Caroline. The National Museum, which was conditionally gifted the ship when she decommissioned on 31 March 2011, continues to work to develop a viable heritage business plan. The successful outcome of the work means that the National Museum will find a home for HMS Caroline either in Northern Ireland or Portsmouth.

# PARTNERSHIPS AND AFFILIATES



# NAVY

# 100 YEARS IN PORTSMOUTH ...



**Above:** Boarding rig used by Cpl Marty Murray, Fleet Protection Group RM, onboard RFA Fort Victoria for Operation Capri off Somalia, 2010.

**Right:** Celebrating 100 years of a museum presence on the Portsmouth site – staff form the number 100.

**Far right from top:** HRH The Princess Royal at a formal dinner to celebrate the centenary; artist Ross Pringle installing a stained glass window commemorating 100 years of Naval Heritage.

The creation of the Naval Heritage Strategic Steering Group and the annual meeting with the Navy Board strengthens the position of the National Museum as the Royal Navy's chief adviser on naval heritage matters. The National Museum is the 'home' for the collections of decommissioning ships and we are working closely with the Navy to make sure the collections of the RN Trophy Centre and the Naval Historical Branch are more accessible to the Navy's people and the public.

The unique history of HMS Caroline has now been researched and written up by Mr Andrew Baines and the cataloguing of the Devonport collection is complete; work on the important collection at HMS Collingwood continues ably supported by the invaluable help of museum volunteers.

The Royal Marines Museum's work includes strengthening links with the units by assisting them in the management of historic 'Corps property'. 3 Commando Brigade's deployment to Afghanistan in the summer of 2011 has led to the acquisition of 'homemade' Patrol Base signs and other personal and unusual items. Visits from the Royal Marines and Royal Navy training courses continue and the Royal Navy and Royal Marines help to deliver a broad range of museum content such as period displays of weapons and equipment.

For the Fleet Air Arm Museum, April 2011 marked the centenary of the beginning of fixed wing flying in the Royal Navy. The exhibition to mark this featured some of the oldest original material held by the museum. The original medals of the late Henry Allingham, found by his family in 2009, were put on display as part of the exhibition devoted to the earliest pioneers of naval aviation.

The Royal Navy Submarine Museum continues to provide submarine familiarisation training to 45 Royal Navy Officers under Training and 40 Abbeywood Ministry of Defence staff. The sale of HM military service tickets has increased this year to 811 and there were some 1,783 Careers Advice visits to the museum.



## CURRENT PROJECTS



**Above:** The project will restore the original frontage of the late 18th-century Storehouse 10, (shown left), whilst a new glass link will join the museum's galleries together.

**Right:** The exhibition's 'immersive experience' will involve visitors in the challenges of serving at sea.

**Inset:** Children with their art works exhibited at the 'Sea Life Community Roadshow', at Buckland, February 2012.

The National Museum continues to work on its HLF supported major capital projects. In Portsmouth the 'Storehouse 10: New Galleries Project', which will create exhibitions telling the story of the Royal Navy and its people in the 20th and 21st centuries, is well underway following the HLF's award of £1.4m in November 2012. A series of outreach events, projects and learning activities are already increasing access to this story by engaging new audiences, and building on existing ones. Design is progressing well for the exhibitions which will tell the 'big story' of the Navy's impact at home and abroad. The galleries will therefore include artefacts from across the NMRN's museums and feature stories from marines, submariners and aviators as well as from the surface fleet.

Builders will be on-site from September 2012 to begin the work to restore the ground floor of Storehouse 10. This will create over 900m<sup>2</sup> of exhibition space including a flexible new 200m<sup>2</sup> special exhibition gallery. When the galleries open in the spring of 2014 our visitors will, for the first time, be able to understand the story of the Royal Navy, and the achievements of its personnel, during this period of unprecedented change and challenge.

## CURRENT PROJECTS

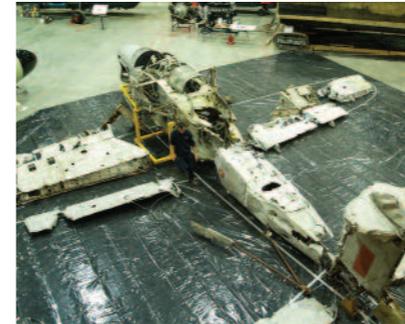


I mean you had two enemies,  
you had the Germans and you had the sea  
and I can assure you the sea is more powerful than...

# CURRENT PROJECTS



# CURRENT PROJECTS



The restoration of HMS Alliance, with its constituent education, community outreach and volunteer programmes dominates the work of the Royal Navy Submarine Museum. Work on the civil engineering component, the building of the cofferdam, started in October 2011.

The Royal Marines Museum will undertake a complete display review, including significant improvements to content and sequence, for a major enhancement of the existing Royal Marines Officers' Mess at Eastney. The museum will also develop a brand new exhibition, 'Commando Mind' to reveal extraordinary stories of endeavour and self belief, striking a resonance with the attributes required of both serving Royal Marines and Olympic Athletes. The Fleet Air Arm Museum continues to restore its unique Sea Plane Lighter (the sole survivor of 36 built in 1917/18). For the last 40 years, the museum has been collecting the wreckage and components of the Fairey Barracuda and will now construct the only complete Barracuda in the world from this material with the team responsible for the restoration of Donald Campbell's Bluebird.

The National Museum continues to work to create a future for HMS Caroline as we approach the 100th Anniversary of the First World War. We have the conditional gift of HMS Caroline, providing a viable business plan is approved by Parliament. The question now is whether or not the ship remains in Belfast or is brought to Portsmouth. We are also in discussion with Hampshire County Council as to the future of the shallow water Monitor (M33) Minerva, a survivor of the Gallipoli campaign.

**Opposite:** Building the cofferdam – part of the restoration project of HMS Alliance. **Images from top:** Wreckage of the Fairey Barracuda, a torpedo and dive bomber; Emergency Steering Position, HMS Caroline.

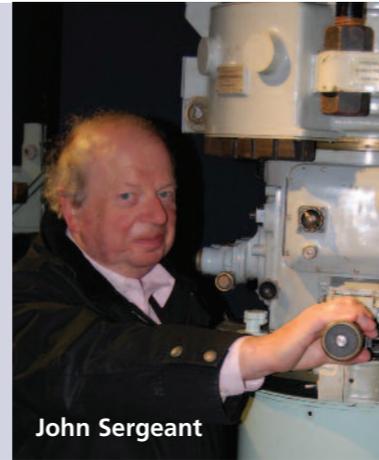
# NOTABLE VISITORS



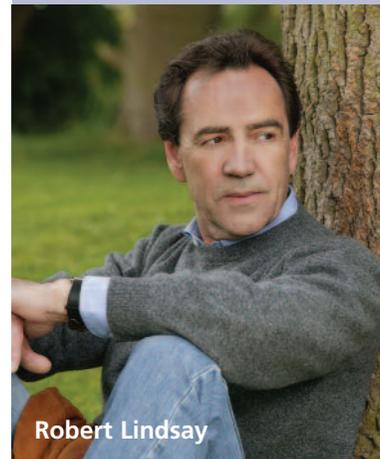
Mr Abdullah Gül  
The President of Turkey



Keith Richards



John Sergeant



Robert Lindsay



Somerset Armed Forces Community Covenant \*

- \* Councillor Ken Maddock
- Lady Elizabeth Gass
- Commodore Jamie Miller
- Admiral of the Fleet Sir Ben Bathurst
- Councillor Tony McMahon

# PATRONS AND TRUSTEES

## PATRON

HRH The Princess Royal

## VICE PATRONS

Lord Palumbo

Lord Jones of Birmingham

Hon Rear Admiral Sir Donald Gosling KCVO RNR,  
Vice Admiral of the United Kingdom

## TRUSTEES

Admiral Sir Jonathon Band GCB, Chairman

Vice Admiral Sir Tim McClement KCB OBE

Lieutenant General Sir Robert Fulton KBE

Rear Admiral Terry Loughran CB

Sir Robert Crawford CBE

Mr John Brookes OBE

Professor John Craven

Mr Neil Davidson

Ms Kim Marshall

Mr Tim Schadla-Hall

Dr Caroline Williams

## DIRECTOR GENERAL

Professor Dominic Tweddle