



2011

# Impact Report

*Enterprise  
and  
Adventure*

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## ABOUT VOLUNTEERING

“We love being volunteers in your museum and feel privileged to be a part of all that goes on.”

## ABOUT SPEED DATING

“The speed dating was a fun night, I really enjoyed myself. Really nice and different idea!”

## ABOUT THE DRAGON EGGS

“I enjoyed this activity because of all the different art and crafts we got to do.”

## ABOUT THE PEPYS SHOW

“Very good for children, they are learning without really knowing it as it does not feel stuffy, and they enjoy it.”

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# INTRODUCTION



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

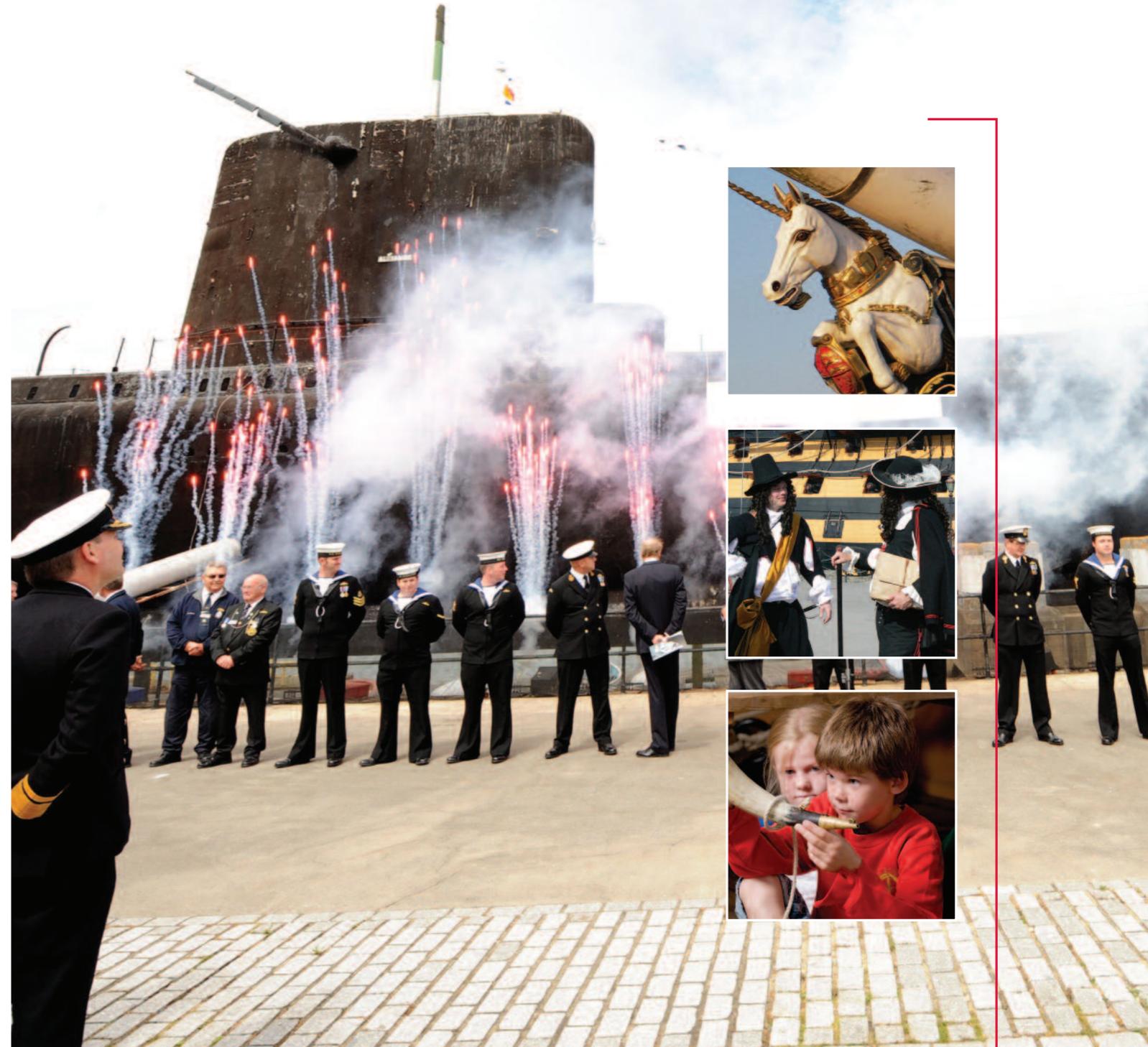
**Opposite:** The Launch of the Saving HMS Alliance Appeal, June 2010.

**Inset from top:** figurehead of HMS Unicorn; Pepys Day in front of HMS Victory; activities for schools.

I am very pleased to introduce the National Museum's 2nd Impact Report for the period 1 April 2010 to 31 March 2011. Since I took the Chair from Sir Peter Abbott in July 2010 I have had the opportunity to reflect on the 1st Impact Report and on how much this young National Museum has already achieved. The Royal Naval Museum had agreed to join and the Royal Navy Submarine Museum, Royal Marines Museum and Fleet Air Arm Museum had agreed in principle to join. The Helmand exhibition was launched in the Royal Marines Museum and the campaign to find a secure future for the floating survivor of Jutland, HMS Caroline started. Add the successful HLF grant for HMS Alliance and I concluded that it was a very good start, but asked myself whether we could sustain the pace?

Well, I am delighted to report that we have not only sustained the pace but have increased it. There have been many achievements this year, but principal amongst them is that all the Service Museums have now voted to join the National Museum. And the process will be complete in the early Spring of 2011. We have put a National Museum affiliation programme in place and this is expanding. I am very happy to report that we achieved a £1.25 million HLF grant towards the £4.5 million 20th and 21st Centuries Gallery project and we now have the opportunity to tell the naval story in that crucial period. I personally am convinced that 2011 will be the year in which we have to make real progress on HMS Caroline. It is therefore particularly pleasing to know that Ministers have agreed in principle to gift the only Jutland survivor to the National Museum of the Royal Navy; now the main effort must be the development of a Parliamentary approved heritage business plan and starting to raise the necessary resources.

The National Museum's vision remains undimmed, 'to be the world's most respected Naval Museum underpinned by a spirit of enterprise and adventure' and we are moving towards the position where we will be able to say we are delivering our goal to promote public understanding of the Royal Navy and its constituent branches, past, present and future'. I commend this Report to you all.



# MAJOR ACHIEVEMENTS



- Agreement by the Royal Navy Submarine Museum, Royal Marines Museum and the Fleet Air Arm Museum to amalgamate with the National Museum; to be carried into effect in the early Spring 2011
- Submission of the Round 2 Application to HLF for the HMS Alliance project, after a successful development phase and raising £2.3 million in matching funding towards the total of £6.6 million
- Achievement of a £1.25 million Round 1 HLF grant towards the creation of the 20th and 21st Centuries Gallery
- Launching the National Museum's affiliate membership programme and welcoming the first affiliates to the National Museum: HMS Trincomalee in Hartlepool and the Frigate Unicorn in Dundee
- Delivery of the keynote address, '100 Years of Naval Aviation' at the International Conference, 'Mutual Concerns of Air and Space Museums' at the Smithsonian in Washington DC, presented by Mr Graham Mottram
- Creation of the 'Why Stay Silent' special exhibition at the Royal Marines Museum, inaugurated by Lt Gen Sir Henry Beverley KCB OBE
- Accepting in principle the gift of HMS Caroline, the last Jutland survivor, conditional on a Parliamentary approved heritage business plan
- Opening the new Heritage Centre at HMS Raleigh by Admiral Sir Jonathon Band in January 2011, with content developed by the National Museum
- Achievement of a £50,000 HLF grant to allow the Royal Marines Museum to transform its archive

*Images from top:* HMS Caroline; the bridge binnacle onboard HMS Caroline.  
*Right:* HMS Victory.

# MAJOR ACHIEVEMENTS



# HMS RALEIGH HERITAGE CENTRE

Images at far right, from top: Captain Guy Senior killed in South Africa, 1899; Death pennies of Royal Marines; Lieutenant Turner's drum.

# WHY STAY SILENT EXHIBITION

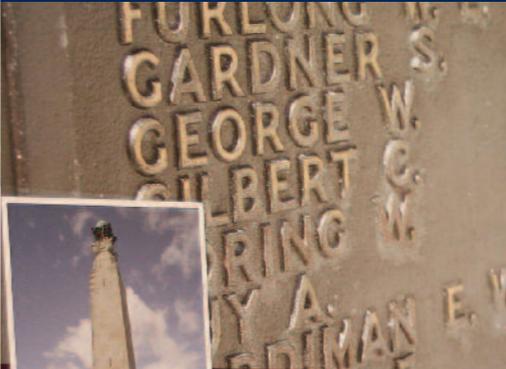


The Navy and the Falklands War



On 2 April 1982 Argentina invaded a group of islands in the South Atlantic. To Britain the largest were the Falkland Islands, 8,000 miles away, but British territory since 1833. To Argentina they were the Malvinas. To the 1,500 English speakers who lived there they were home.

In the conflict which followed controlling the sea was vital in resupplying the islands. The Royal Navy and Royal Marines provided over 140,000 of the 30,000 British tonnes, in Operation Corporate, and despatched a Task Force of over 100 ships.



William was in the Royal Marine Light Infantry during the First World War. He died of wounds he received at Gallipoli and was buried at sea.

His family were sent his medals and a commemorative memorial plaque.

Those buried at sea in times of war are commemorated not on headstones in a graveyard, but on war memorials. William's name is on the Portsmouth War Memorial.



Memorial Plaque sent to William's family

WILLIAM GEORGE



For many people, the annual service at the Cenotaph is a focus for remembrance. For Tommy Lawton, Corps Bugle Major, the immediate focus is on performing the service properly.

We have found the silence at the Cenotaph is an important part of the nation's remembrance. As Corps Bugle Major, Tommy Lawton sees performing his role properly as his tribute.

My thoughts are focused upon the silent placement of the Buglers onto the parade, as I am conscious of meeting the same purpose since the parade is the pre-embodied Remembrance Service with deep attention and in deep internal solemnity. Although there are loud noises closer to reflect our this effective occasion, it is only when I have conducted the Last Post that my personal thoughts are focused on the true solemnity of the service!



Above: "The Cenotaph" by Jack Russell, 1916. Below: One of the Great War Memorial Bugles dedicated to the officers of the Royal Marines who died in the First World War.

TOMMY LAWTON



# USE OF FUNDS



*Above: A 'Stringbag', the victor of Taranto.*

The major source of funds for the National Museum remains the Ministry of Defence; however, for every £1 in Grant in Aid the Museum raises another £1.12, a marked improvement over last year when the equivalent figure was £0.39. This strong performance reflects the transfer of the revenues and costs of HMS Victory to the National Museum. For various technical reasons, this performance is slightly flattering and we predict that it will drop back to about £0.90 for every £1.00 in Grant in Aid in 2011/12. The National Museum of the Royal Navy's performance is above average when compared with other National Museums.

The overwhelming majority of all funds are expended on the running costs of the four museums, with the largest expenditure being made on staff, some 64% of the total.

# GOVERNANCE

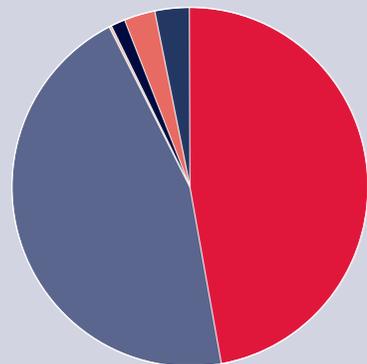


During the year the National Museum, a charitable company limited by guarantee, increased its Trustee body from 12 to 15. The Museum bade farewell to our retiring Chairman, Sir Peter Abbott and to Sir Alan Massey but welcomed Dr Caroline Williams, Mr Tim Schadla-Hall and Kim Marshall. The Research and Scholarship Committee met for the first time and the HMS Caroline Working Group formed up for its important work. Equally important has been the continuing work of the Director's Group, chaired by the Director General, which is at the 'business hub' of all the work that the National Museum takes forward.

Decisively, the Royal Navy Submarine Museum, the Fleet Air Arm Museum and the Royal Marines Museum have now irrefutably moved to join the National Museum. This legal juncture will be achieved by creating 3 new charitable companies with the National Museum acting as the Holding Company and should be complete by the early Spring 2011. The transfer of the delivery of the visitor services of HMS Victory to the NMRN continues and remains vitally important in enhancing the National Museum's ability to engage a broad audience with the story of the Navy.

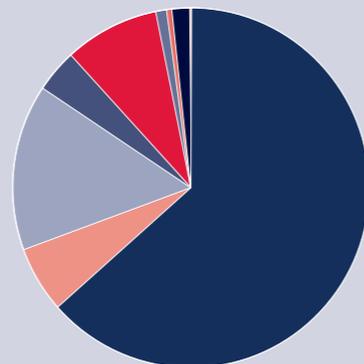
The next stage in the development of good governance in the museum has been the creation of the National Museum's first Corporate Plan. The Plan, for the years 2011 to 2014, is coherent both with the NMRN's strategy and the initiatives that the Navy wishes to support. It sets out the National Museum's key priorities and the highest priority within these is the development of the NMRN's fundraising capability.

*Left: Armed Forces Day - in front of HMS Victory.*



NMRN Sources of Income

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

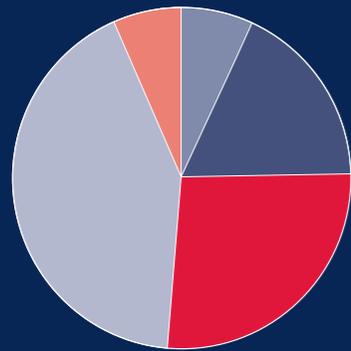


NMRN Application of Funds

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

# VISITOR SERVICES

From 1 April 2010 to 31 March 2011 there were 665,115 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

In addition there was 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 this is no mean feat. Sites that offer free entrance have a clear competitive advantage. There were also some 377,721 unique visits made to the websites within the NMRN.

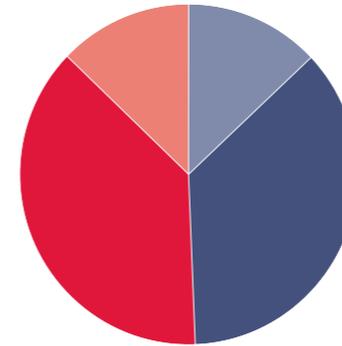
Thus the visitor universe for the National Museum reached 1,042,836. For the first time in a century of existence, the number of people reached has topped the 1 million mark.

At the Royal Marines Museum, the Commandant General Royal Marines, Major General F H J Howes OBE opened a special exhibition about the extraordinary career of Captain Guy Griffiths RM. He was an aviator who spent most of the Second World War in German POW camps, including Stalag Luft III, which has become famous through the film *The Great Escape*. During his time as a POW, he was allowed to demonstrate his skills as an artist and cartoonist, many of his pictures having an aviation theme.

Apart from Exhibitions, The National Museum continues to run or host a myriad of individual events and activities across its four major sites. The Fleet Air Arm Museum enjoyed a very successful Pirates weekend. The Royal Marines Museum has expanded its permanent galleries and installed its own General Purpose Machine Gun simulator. At the National Museum in Portsmouth the established Veterans Day, Patrick O'Brien celebrations and the Samuel Pepys weekend contrasted nicely with the Georgian masks 'Speed Dating' event, which so caught *The Sun's* imagination. The Museum shop will move to the museum's main entrance and the Trustees of the Royal Navy Submarine Museum have also approved the plan to locate their shop to the heart of the museum.

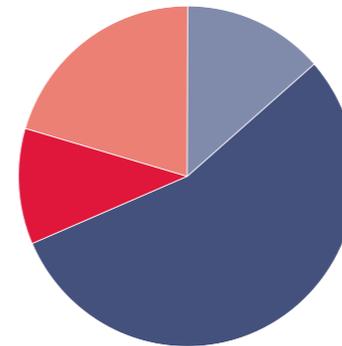
To cap it all, the NMRN produced a bestselling Christmas card for 2010 and for the first time visitors can also have a customised picture taken onboard HMS Victory.

# VOLUNTEERS



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 an army, (or should it be a navy) of volunteers to deliver their services, some 192 in all, giving 21,776 hours of work in total. These are all very experienced and dedicated people, and the hours they work equate to some 22 Full Time Equivalents, thus contributing annually some £400,000 in value to the National Museum.

At the Fleet Air Arm Museum its volunteers, all of whom are formally recruited undertake a broad range of tasks in the museum. These include: engineering and restoration, visitor services, guides and education, research and 'Explainers'.

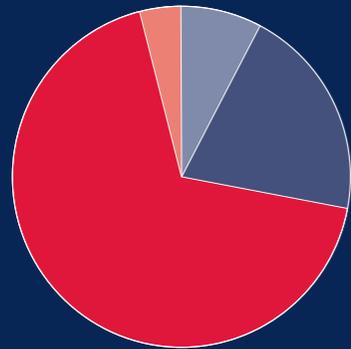
The Royal Navy Submarine Museum volunteers, who are nearly all veteran submariners, act as guides for the visitors to HMS Alliance throughout the year. Professional volunteers in engineering, education and museology contribute to the Alliance project.

The Royal Marines Museum uses volunteers to support curatorial, formal learning and the families programme. They also help with Special Exhibitions when required. The Museum has plans to take on an injured Marine as a full time Volunteer from the summer.

The National Museum Portsmouth is now working closely with the Society of Friends through their Co-ordinator to match volunteers to specific tasks. Some of the tasks include the cleaning and conservation of artefacts, writing synopses of oral history interviews, researching, cataloguing and helping with holiday activities.

# LEARNING AND ACCESS

*From 1 April 2010 to 31 March 2011, the National Museum of the Royal Navy provided over 41,761 National Curriculum linked formal learning visits as illustrated across the museums:*



NMRN Formal Learning Opportunities

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

At the National Museum, Portsmouth and HMS Victory, a total of 28,311 foundation and school-age pupils took part in teacher led Discovery visits; an increase of 12.6%. Additionally, some 27,777 foreign language schools students visited us. The second 'Learning Voyages' brochure was mailed out to some 1,600 schools in the south-east region in September. The 'Face to Face' activity, documenting experiences of conflict was nominated for the Art Fund Prize Clore Award for Museum learning and the BBC Big Screens in Portsmouth and Dover has showed the *Face to Face* and *Chasing Freedom* films for some 11 months, reaching an audience of some 4 million.

The Fleet Air Arm Museum, under the 'Their Past is Your Future 2' programme has continued to collect video reminiscences; these include interviewing Korean War veterans, and a witness of the Bismarck's sinking who was aboard HMS Maori. In cooperation with DNR, AgustaWestland, Airbus, Rolls Royce and GE Aviation; the Museum hosted a number of Engineering Challenge and Flying Start Challenge events for 15-18 year old students, throughout the year.

The Royal Marines Museum continues with its ever popular programme of family activities during the school holidays. Themes this year included; 'Commando Ops', with families on exercise around the museum taking part in 'casevac' and stealth operations and 'Commando fit' returned for its third straight summer.

The Royal Navy Submarine Museum increased its school visit programme by over 22% to some 3,205 pupils and a range of learning events and activities, focused on families with children were provided, funded almost entirely by external grants. The

# LEARNING AND ACCESS

Education Department played a pivotal role in the creation of the Alliance Activity plan, a fundamental part of the HLF application.

BAe Systems has committed itself to the sponsorship of the National Museum's educational programme, with a donation of £60,000 over a 3 year period.

*Images clockwise from left: Taking part in 'Commando Fit' at the Royal Marines Museum; Learning activities for schools.*



# COLLECTIONS AND SCHOLARSHIP



*Above: The Torrens sword.*

*Above right: Watercolour painted by a naval officer during the Indian Mutiny.*



Collections lie at the heart of the National Museum's work. This year has been an important one for acquisitions. The Royal Marines Museum made 2 acquisitions of note. Firstly, a fine sword made by Henry Tatham, sword cutler to the King, dated 1811 and presented to Major Robert Torrens by all of the Royal Marines in garrison at Anholt in 1811. The sword was purchased with the assistance of a grant (£25,170) from The Art Fund. Secondly, the Museum purchased a group of medals reflecting the extraordinary career of Captain James Frederick Maynard who served in the Royal Marines from 1894 to 1945. His medal group comprises: the Queen's Sudan Medal; 1914 Star; British War Medal; Victory Medal; Defence Medal; War Medal; Royal Naval Long Service and Good Conduct Medal; Khedive's Sudan Medal with three clasps and the Royal Humane Society Medal.

The NMRN, Portsmouth received a particularly rare Silver Sea Gallantry Medal posthumously awarded to Coastguardsman Robert Treadwell who lost his life in trying to save the crew of HM LCT(A) in 1944. The medal was donated by Mr Raymond Morris, his step-son and is one of only seven awarded between 1937 and 1947 and was presented to the Museum by Sir Alan Massey. The Museum has also added 110 groups of accessions to its collections. Of particular interest are: an album of 37 watercolours by a Lieutenant in HMS Pearl

# COLLECTIONS AND SCHOLARSHIP



including paintings of the men of her naval brigade during the Indian Mutiny, rare colour film of HMS Hood in the Home Fleet in 1938 and a wartime German sign commemorating the 'Altmark' Incident of 1940 which cites HMS Cossack as, 'a British sea pirate'.

The Fleet Air Arm Museum, as a result of bequests, acquired two major archive collections relating to the work and products of the Fairey Aviation Company. These two combined in the one place, probably constitute the definitive archive on this important supplier to the Fleet Air Arm.

At the Royal Navy Submarine Museum, the HMS Alliance Personal Testimony Project (oral history) led to 30 interviews with former crew members all of which have been documented and archived. These interviews have been essential in developing the interpretation plan for HMS Alliance.

To strengthen our scholarship, the NMRN, Portsmouth has just appointed a Subject Specialist in Modern Naval History to lead research for the 20th and 21st Centuries Gallery project. This 4 year post is jointly funded by the University of Portsmouth and builds on our existing strong relationship and will include teaching of undergraduate and postgraduate students. The Director General has also been made an Honorary Professor of the University of Portsmouth.

The National Museum, across its sites, has hosted 1,505 individual external research visits and answered 11,089 phone, letter and e-mail enquiries.

*Images from top: The Sea Gallantry Medal donated by Mr Raymond Morris; the medals of Captain Maynard RM; illustration by Guy Griffiths painted whilst he was a POW in Germany during the Second World War.*

# PARTNERSHIPS AND AFFILIATES



*Images from above: Frigate Unicorn; National Historic Ships Ensign flying over HMS Caroline.*

*Right: Hoisting the flag on HMS Trincomalee.*

*Far right from top: HMS Trincomalee; Wheatley Cobb's diaries; onboard HMS Trincomalee.*

A central component 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 HMS Trincomalee Trust became the first affiliate member of the National Museum at a very successful launch onboard HMS Trincomalee in Hartlepool's Maritime Experience in September 2010. This event was marked by the hoisting of the National Museum's flag onboard the ship and the loan of some of the diaries of Wheatley Cobb who was the key figure in the saving of HMS Trincomalee.

The National Museum is very pleased to announce that the Unicorn Preservation Society has also unanimously agreed to become an affiliate member. The Frigate Unicorn, built under the supervision of Sir Robert Seppings in Chatham and launched in 1824, is a superb example of a 46 gun frigate, built using revolutionary techniques when iron was used in her internal construction to stiffen the ship's hull. Unicorn was immediately covered and then kept 'in ordinary'. She moved to Dundee in 1873 to act as a reserve training ship and this has been her home for 137 years. The affiliation will be formally celebrated in April 2011.

In Belfast, we continue to work with the Authorities of Northern Ireland to craft a future for HMS Caroline. Caroline, a light cruiser, is the last survivor of the Battle of Jutland and will act as the material focus for the act of commemoration and remembrance for all of those who served or perished at sea in the First World War. The ship decommissioned on 31 March 2011 and the National Museum has been offered her conditional upon the development of a Parliamentary approved viable heritage business plan. Part of the work requires the National Museum to find a home for HMS Caroline either in Northern Ireland or the UK mainland.

# PARTNERSHIPS AND AFFILIATES





**Above:** Drag Racing Team at the Fleet Air Arm Museum.

**Above right:** Exhibition at the new Raleigh Heritage Centre.



The National Museum continues to engage with the Navy in a myriad of ways: strategy and policy continue to be aligned and work is underway to support a strategy that seeks to determine a position of coherency across the entire naval heritage. The National Museum has now applied for the title of the collections of HM Ships Caroline, Ark Royal, Invincible, Endurance, Manchester and Cumberland, all of which have been, or are to be, decommissioned.

The new Heritage Centre at HMS Raleigh, with content developed by the NMRN, Portsmouth was opened by Admiral Sir Jonathon Band in January 2011. New entrants are now using the Centre as part of their initial training in the Royal Navy's values and ethos. The Centre uses interactive digital media to engage trainees with historical timelines, audio stories and personal challenges.

The unique collection of HMS Caroline, consisting of some 400 objects has now been catalogued and a curator continues to catalogue the important collection at Devonport. At HMS Collingwood, a similar approach is being taken toward the important wireless and communication equipment collection, with considerable help by the stalwart museum volunteers.



Officers and Recruits visit the Royal Marines Museum as part of their CTCRM training programme; the promotion of ethos and fighting spirit being key aims of the visits. Visits by CTCRM Advanced Command Courses also take place on a regular basis and involve detailed briefings by members of the Museum's curatorial team. Contemporary collecting has included the recording of interviews with Royal Marines of 40 Commando shortly after their return from Afghanistan. The Royal Marines Museum also collected the whole uniform of Company Sergeant Major Buck Ryan, Charlie Company 40 Commando. He was able to provide information about his experiences in Afghanistan, thus providing important context for his uniform.

For the 7th year in succession, the Fleet Air Arm Museum supported the 'Imagineering' event at the Royal Bath & West Show. The Imagineering presence won Best Display of the Show two years in succession. The Museum, with a team from the Air Engineering Department at Royal Naval Air Station (RNAS) Yeovilton entered a chain saw driven luge, which eventually came third in the competition. Television exposure for the Museum and RNAS Yeovilton totalled more than 15 minutes of Gadget Show time.

The Royal Navy Submarine Museum provided submarine familiarisation training to 125 Abbeywood, Ministry of Defence Staff and 150 junior naval officers from Britannia Royal Naval College.

**Left:** Half-term activities at the Royal Marines Museum.

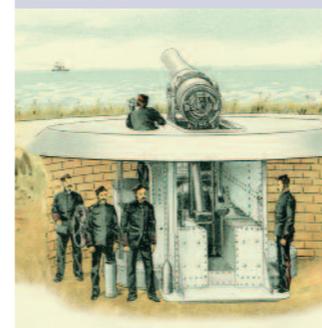
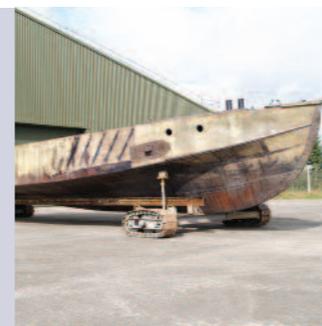
# FUTURE PROJECTS



*Above and right: Artist's visualisations of the 20th and 21st Century Galleries.*

The National Museum is working on a number of major capital projects. Our priority is the restoration of HMS Alliance at the Royal Navy Submarine Museum. With both the Project Board and the Alliance Project manager in place, five independent consultancies were appointed to take forward the development phase. The Alliance Appeal Committee has successfully raised £2.3 million in matching funding. All this culminated in the submission of the Round 2 Application in February 2011.

The Storehouse 10: New Galleries Project which is developing exhibitions to tell the story of the Royal Navy and its people in the 20th and 21st centuries is now well underway. The Heritage Lottery Fund (HLF) awarded a Round 1 pass to the project in September and released 50% of the funding for the development phase allowing appointment of a full project team. The detailed planning on the exhibitions, activities, and architecture which will create dramatic and dynamic new gallery space is developing fast and is leading to a Round 2 application to HLF in the autumn of 2011. When this funding is secured the project will be on course to open in 2014.



# FUTURE PROJECTS

The project includes a new 200m<sup>2</sup> special exhibition gallery. This will create a flexible space for the NMRN to develop an exciting programme of exhibitions. The first exhibition in 2014, marking the centenary of the First World War, will be a major re-examination of the 'Race to War' - the naval race between Britain and Germany in the pre war years. The space is designed to attract loans from national and international partners; and it is intended that the exhibitions will tour nationally.

At the Royal Marines Museum, a regional application to the HLF 'Heritage Grants' is being prepared to restore Eastney Fort East and reinstall a 6 inch disappearing gun and a proposal has been submitted to Commando Training Centre Royal Marines for a new Heritage Centre. The Fleet Air Arm Museum continues to restore its unique Sea Plane Lighter (the sole survivor of 36 built in 1917/18) to be displayed within a new entrance building within the next 5 years.

*Images from top: The Sea Plane Lighter at the Fleet Air Arm Museum; volunteers restoring the lighter; a 'disappearing' gun in Gun Up, Firing Position; artist's impression of Eastney Fort East after restoration.*



# FUTURE PROJECTS

In addition to these projects the National Museum has received a conditional, 'agreement in principle' to the gift of HMS Caroline, providing a heritage business plan is approved by Parliament. The unique opportunity to save the last floating survivor of all the ships that sailed and fought in the First World War is a challenge fitting for a National Museum.

*Images clockwise from left: HMS Caroline; the wardroom; a sign in the shell room. Opposite page: Lifebelt and bell; the ship's engine; HMS Caroline in 1914; original 1900s armchair in the Captain's Cabin.*



# FUTURE PROJECTS



# NOTABLE VISITORS



Dan Snow



HRH The Princess Royal



Sir Andrew Motion



Lady Gass



Vice Admiral Sir Alan Massey

# TRUSTEES AND STAFF

Admiral Sir Jonathon Band GCB (Chairman)

Rear Admiral Terry Loughran CB

Rear Admiral Roger Lane-Nott CB

Major General David Pennefather CB OBE

Sir Robert Crawford CBE

Dame Mary Fagan DCVO JP

Mr John Brookes

Professor John Craven

Mr Neil Davidson

Kim Marshall

Mr Barry Miller

Mr Tim Schadla-Hall

Dr Caroline Williams

Director General: Professor Dominic Tweddle