

2017

Enterprise and Adventure
IMPACT REPORT

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Design: Sarah Doyle / se.doyle@btinternet.com Cover: A young visitor enthralled by the engine room of HMS Caroline



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**THE
NATIONAL
MUSEUM**





ABOUT HMS CAROLINE

It is the stories of all those who served in Caroline that makes this ship so compelling.

HRH Prince Michael of Kent

I think Caroline's restoration not only is a mark of her enormous contribution to the events of the tumultuous last century, but also it significantly increases Belfast's maritime tourist attraction.

Sir Peter Luff ~ Chairman of the Heritage Lottery Fund

Walking through these restored areas imparts the frisson of being in a time warp and learning history from 'being there'. The Caroline experience was totally absorbing and a lot of fun.

Seaways Magazine

ABOUT THE WOMEN AND THE ROYAL NAVY EXHIBITION

Such thought-provoking displays are key to keeping us going to exhibitions.

The Sunday Times

Visit this timely exhibition on the women who ruled the waves.

Dan Snow ~ Historian and broadcaster



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Introduction

THE 2017 IMPACT REPORT has as its defining theme one of the three national commemorative events and a major exhibition marking the centenary of the most significant battle of the First World War – Jutland.

HMS Caroline is the iconic survivor of the 250 ships that fought at the Battle of Jutland. After a herculean effort by the project staff she was ready in time to take part in the commemorations in Belfast that marked the 100th anniversary of the battle and the sacrifice of the Irish Sailor.

In Portsmouth, HRH The Princess Royal honoured the memory of HMS Hood by sounding eight bells

on her bell recovered from the bottom of the Denmark Strait, before officially opening the major exhibition, 36 Hours: Jutland 1916, The Battle That Won The War.

Our work to transform access to naval heritage has been supported by the Heritage Lottery Fund (HLF) with a most generous award of £13.85m. The centrepiece will be a new and innovative Centre for Discovery. Its creation and the concentration of collections will allow for the move of the Royal Marines Museum (RMM) into Portsmouth Historic Dockyard. Dwelling upon collections, an incredibly supportive anonymous donor saved the medals and log books of the Fleet Air Arm's most celebrated pilot, Captain Eric 'Winkle'

Brown and these will be displayed at the museum in Yeovilton. Sadly we also pause and remember the untimely death of Martyn Heighton. Martyn's passion was historic ships. His support for HMS Caroline, HMS Victory, HMS M.33 and HMS Warrior 1860 was unstinting, his knowledge encyclopaedic and all delivered with warm good humour. Martyn was a good friend to the National Museum.

Looking forward, a LIBOR award of £900,000 will allow our affiliate the Coastal Forces Heritage Trust to realise their plans for a permanent exhibition. There are plans in train to enhance and develop our presence at the National Museum, Hartlepool and HMS Warrior 1860 merged with the National Museum on 1 April 2017.

Major Achievements

- The opening of Battle of Jutland veteran HMS Caroline in Belfast, was one of three national commemorative events marking the centenary of this most significant of battles from the First World War and highlighted the sacrifice of the Irish Sailor.
- HRH The Princess Royal honoured the memory of those lost on HMS Hood in a moving ceremony attended by many descendants before she officially opened the blockbuster exhibition, 36 Hours: Jutland 1916, The Battle That Won The War.
- Support worth £13.85m was announced from the HLF to transform access to naval heritage with an innovative Centre for Discovery and allow for the much-needed move of the RMM into Portsmouth Historic Dockyard.
- Tourism in the north east received a massive boost with the transfer of Hartlepool's Maritime Experience and HMS Trincomalee to the National Museum.



- The medals and log books of the Fleet Air Arm's most significant pilot of the post-war period, record-breaking Captain Eric 'Winkle' Brown, were saved for the nation by an incredibly generous anonymous donor and will be permanently displayed at the Fleet Air Arm Museum (FAAM) in Yeovilton.
- The exhibition Pioneers to Professionals: Women and the Royal Navy opened in the centenary year of the formation of the WRNS and revealed some of the lesser-known stories of women dating right back to the Age of Sail more than 250 years ago when women's contribution was disguised or unofficial.
- A 'Question Time' style debate on Jutland, a battle that has always divided opinion, was held for the first time with an international panel chaired by Dan Snow and broadcast online to thousands of viewers.
- Thirty years after HMS Warrior returned to Portsmouth, her owners, the Warrior Preservation Trust, merged with the National Museum on 1 April 2017.



Far left Admiral Sir Jonathon Band GCB, the Chairman of the Board of the National Museum and HRH The Princess Royal.

Left Martyn Heighton.

Right HRH The Princess Royal inspects the bell from HMS Hood.

Right above The HMS Caroline team has received the Tourism 5 Star Award.





Left During the first stage of dry docking, almost 30 years of marine growth, barnacles and mussels have been hand-scraped from the lower hull of HMS Caroline. The marine detritus has been tested and then disposed of following the agreed environmental management plan.

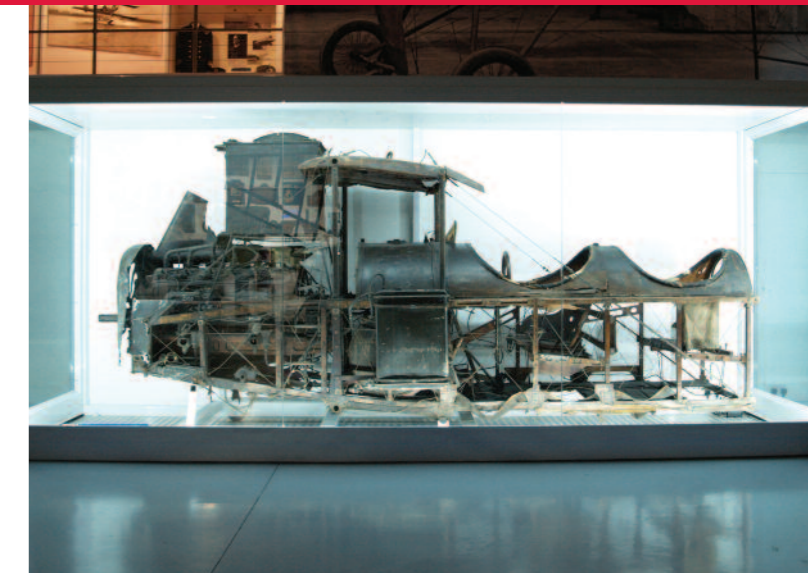
Below left The Victoria Cross awarded posthumously to Major Francis John William Harvey RML is one of the key artefacts in 36 Hours: Jutland 1916, The Battle That Won The War exhibition – a flagship exhibition for the National Museum, in partnership with the Imperial War Museum with objects from private lenders and public organisations.

Jutland ~ The Battle That Won The War?

THE CENTENARY of the Battle of Jutland was a key anniversary for the National Museum. We continue to tell the story of our Royal Navy's past and present, and how it has shaped the world. Jutland was one such event.

Above HMS Caroline opens to a royal fanfare with left to right, Arlene Foster MLA, Lieutenant Commander Andrew Robinson, HRH Prince Michael of Kent, Sir Peter Luff, Chairman of the HLF and our Chairman, Admiral Sir Jonathon Band GCB.

Left Five months after opening, HMS Caroline entered Harland & Wolff ship repair dock for her first 'dry docking' for three decades! Here the ship is docked down on a bed of wooden blocks for essential hull repairs and painting.



Above The Short Type 184 was the only aeroplane to fly over the North Sea during the Battle of Jutland. It was embarked in HMS Engadine. The remains of this pioneering aircraft are displayed at FAAM.



Far left Wrens working in a bakery during the First World War. 'Never at Sea' was the rallying cry of these early pioneers, but that was to change.

Left As women have gained in skills and experience across a broader range of roles they have risen through the ranks, a few taking on command of warships or key naval establishments. Women serving in the RN now think only of who is best for the job, whatever their gender.

Below left Our patron HRH The Princess Royal, who held the honorary position of Chief Commandant of the Women's Royal Naval Service from 1974 until 1993, officially opened the exhibition, *Pioneers to Professionals: Women and the Royal Navy*, on International Women's Day.

Below Serving personnel enjoying the opening of the exhibition.
Portsmouth News

The Wrens ~ Women and the Royal Navy

THIS YEAR MARKS THE CENTENARY of the formation of the Women's Royal Naval Service (WRNS) and this watershed moment provided the museum with the perfect opportunity to reflect on the role of women in the Royal Navy since the Age of Sail.

Above An 18th-century cartoon featured in our exhibition, *Pioneers to Professionals: Women and the Royal Navy*.



Left Despatch riders worked in all weathers during the Second World War, delivering messages and parcels to ships and naval establishments and were responsible for the maintenance of their motorbikes.





Lights, Camera, Action ...



Left Our ships and museums feature regularly on TV. Neil Oliver presented a piece on HMS Victory. Other programmes include the BBC's Antiques Road Trip, The People Remember, a week-long Remembrance programme during November; the History Channel's Combat Ships; ITV's Victoria; Radio 4's Saturday Live and many more.

Below left 90-year-old former Wren Winifred Price filming with national BBC news at the launch of Pioneers to Professionals.

Below The RMM is to feature in a number of episodes of popular daytime programme Flog It! filmed in the public galleries of the museum.



FILMING, TV AND RADIO WORK is essential to reach new audiences and enhance our profile. We are working hard to build good relationships with location managers, production companies and media outlets to be a location of choice.

Our total media coverage has a value of almost £15m in advertising value equivalent (AVE). Highlights include the opening of HMS Caroline and national news coverage for Pioneers to Professionals.

Above A still from a TV campaign by Lloyds Bank, which was established in the same year as HMS Victory's keel was laid.

Left M33 played host to primetime TV's Strictly Come Dancing's professional dancer Kevin Clifton and partner Louise Redknapp who practised their jive for the show.

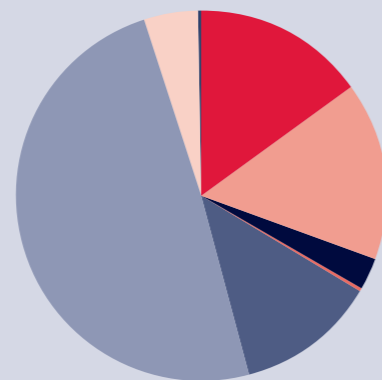




Use of Funds

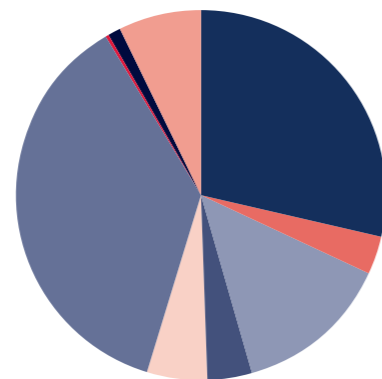


Sources of Income



- Grant in Aid
- Admissions
- Investment Income/Growth
- Fundraising Events
- Trading Subsidiaries
- Grants, Donations and Legacies
- Services
- Sundry

Application of Funds



- Staff Costs
- Marketing
- Site Costs
- Legal and Professional
- Administration
- Collections Management
- Learning
- Exhibitions and Events
- Trading Subsidiaries

FOR EVERY £1 of Grant in Aid, we raise another £5.61.

Above left The café onboard HMS Caroline.

Left Our ships and collections provide great inspiration for branding on our merchandise sold across the group.

HMS ALLIANCE



Trading Update



THE NATIONAL MUSEUM OF THE ROYAL NAVY TRADING (NMRNT) is now the single trading company.

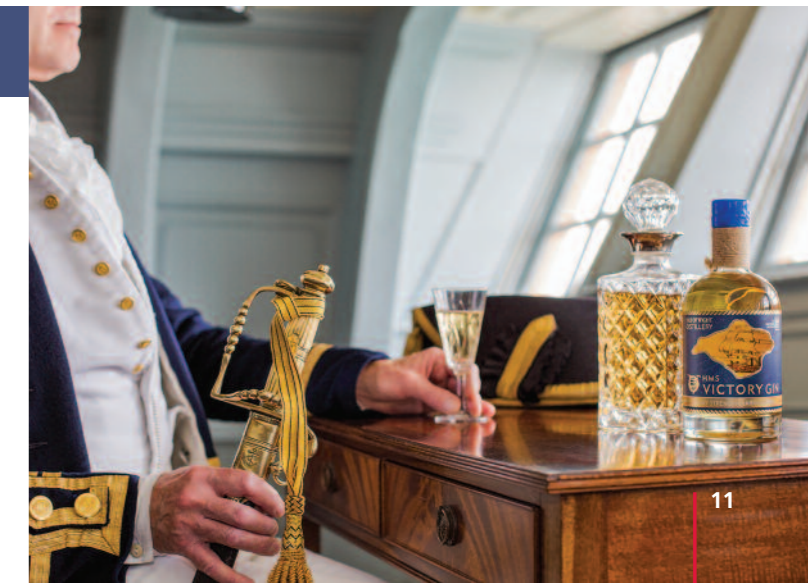
The five main strands of the business are retail, food and beverage, events, media and brand licensing, all generating a turnover in the region of £3.5m and an annual profit of approximately £500,000 for the museum.

In the last year we have hosted 95 weddings and over 500 corporate events across the different venues, as well as a range of public ticketed events. We now have a fully developed range of 11 National Museum souvenir guides, of which we sold over 50,000 in 2016, a selection of which are also available as eBooks.

Left Front cover of the Pitkin souvenir guide about HMS Alliance.

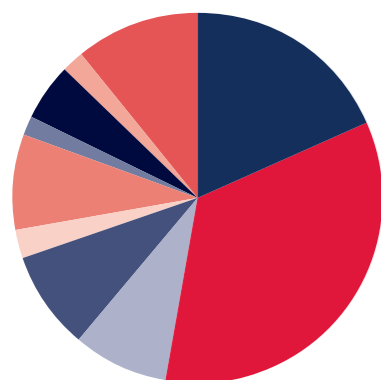
Below left A bride and groom onboard HMS Alliance.

Below Licensed products include HMS Victory gin, distilled on the Isle of Wight.



Visitor Services

WE HAVE HAD 1.06 MILLION VISITORS which is 5.8% up on the previous year. The content on our website was read at least 3 million times and our twitter feed at least 2.5 million times.



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

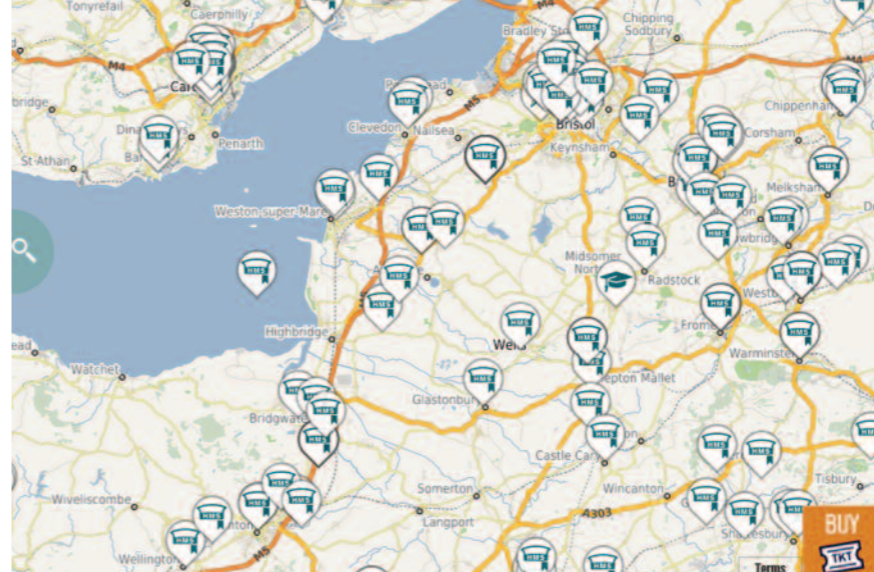
Visitor Numbers

Our new ticketing system has generated reliable and usable data on which to base decisions to improve the visitor experience. A review of staff has been undertaken and supplemented by World Host training.

Above right Volunteers add greatly to the visitor experience.

Right 12-year-old Eachan Hardie with a bronze bust of his hero, Captain Eric 'Winkle' Brown, at FAAM.

Opposite, clockwise from top left The Jutland interactive map; M33 volunteer, Colin King, in front of the ship; the grave of Signalman Humphrys whose background was researched by Colin King; Commitment to Volunteering winner, Colin King, and Julia Hughes from the University of Portsmouth.



Colin King ~ A Personal View on Volunteering



MY BACKGROUND

After a career of almost 35 years in the Royal Navy and 17 on the railways, I retired at the age of 67.

BECOMING A VOLUNTEER

I saw an article in The News, asking for volunteers for M33. I put my name down to carry out research and I also started volunteering on the ship when she opened to the public in 2015. This is particularly enjoyable being able to pass information onto members of the public and making use of my naval past.

THE MOST SATISFYING PART OF MY WORK

The M33 spreadsheet – when I was trying to find details of the signalman referred to in Leading Signalman Mulligan's diary as 'Shavy Humphries'.

Eventually I found him as Thomas Henry Humphrys, he served on M33 from 17/06/15 - 23/12/15. He died on 16/02/19 whilst serving on HMS Cambrian. The Commonwealth War Graves Commission (CWGC) records the cause of death as disease (I am certain it was Spanish Flu). As he was still serving, he was buried in the Brookwood Military Cemetery. My wife and I have visited his grave and left a missive on his gravestone signposting that M33 is now open in Portsmouth.

MY ADVICE TO ANYONE THINKING ABOUT VOLUNTEERING

If you have a subject or area that you are interested in, get out there and find the volunteering possibilities. Don't just sit around and think about it. Get on and do it.





Left Captain Eric 'Winkle' Brown's medals; (from left to right) the Most Excellent Order of the British Empire, CBE, Commander's neck badge, 2nd type, Military Division, in silver-gilt and enamel; Distinguished Service Cross, G.V.I.R., dated 1942; Air Force Cross, G.V.I.R., dated 1947; 1939-1945 Star; Atlantic Star; Defence Medal with King's Commendation for Brave Conduct; War Medal with MID (Mentioned in Despatches) Oakleaf.



Right A particularly fine portrait from George Henry Harlow of John Windham Dalling as a midshipman. Harlow has portrayed Dalling, a veteran of Trafalgar, as an assured young man, every bit the naval hero.



Right top A toboggan used by Commander Valentine Francis Gibbs to win numerous races including the Cresta Run in 1913 and 1914. An extremely rare item, it is unlikely to be replicated within a public collection in the UK. Commander Gibbs died of wounds the day after the Zeebrugge Raid in April 1918.

Right below Coconut shells were often carved with elaborate designs. This is believed to be a sweetheart gift.



Collections, Research and Scholarship

WE HAVE CONTINUED to develop the collections over the past year with a series of most generous donations and important purchases of objects of national and international importance. This includes a significant element of the MOD Art Collection.

The last minute intervention of an incredibly generous anonymous donor allowed for the purchase of the medals and log books of Captain Eric 'Winkle' Brown. He was, by any measure, the Fleet Air Arm's most significant pilot of the post-war period. He holds a world record for the most aircraft carrier take-offs –

2,407 and the most landings – 2,271, and on 3 December 1945 became the first ever pilot to land a jet aircraft – the Sea Vampire – on a carrier.

Far right Spode tea set belonging to Admiral Sir Ralph Crooke, the first commanding officer of HMS Caroline.



Current and 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 both current and future projects.

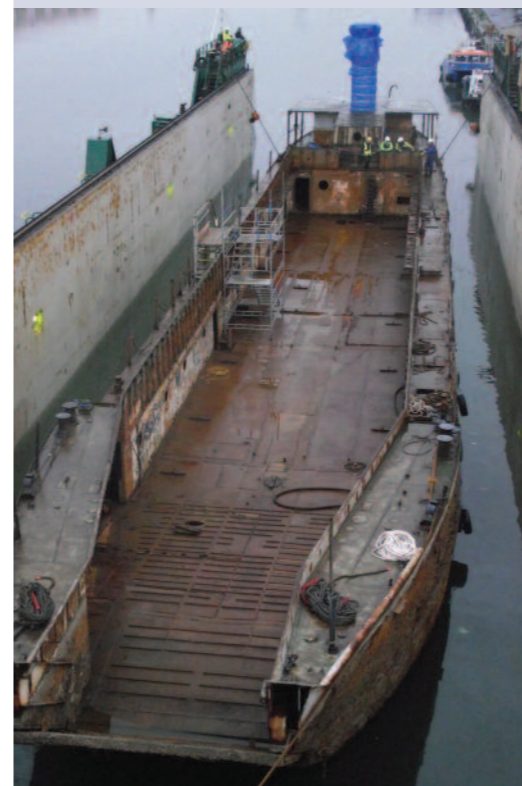
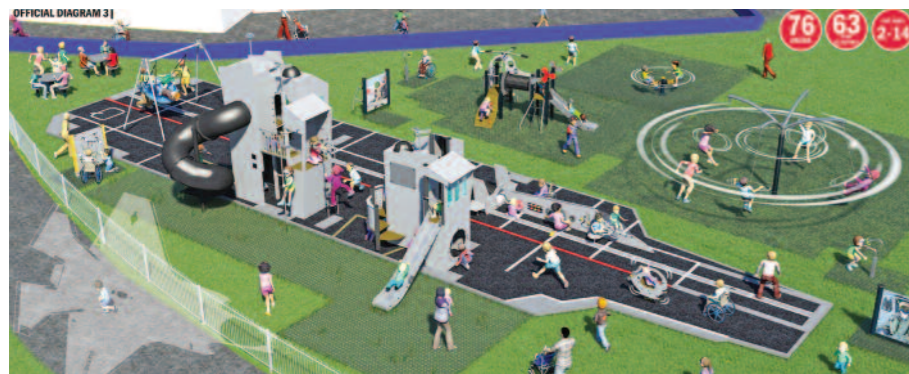
Above left The second-generation vertical/short takeoff and landing Harrier GR9 ZD433 jet aircraft is a key exhibit in our Cold War to Kabul exhibition at FAAM.



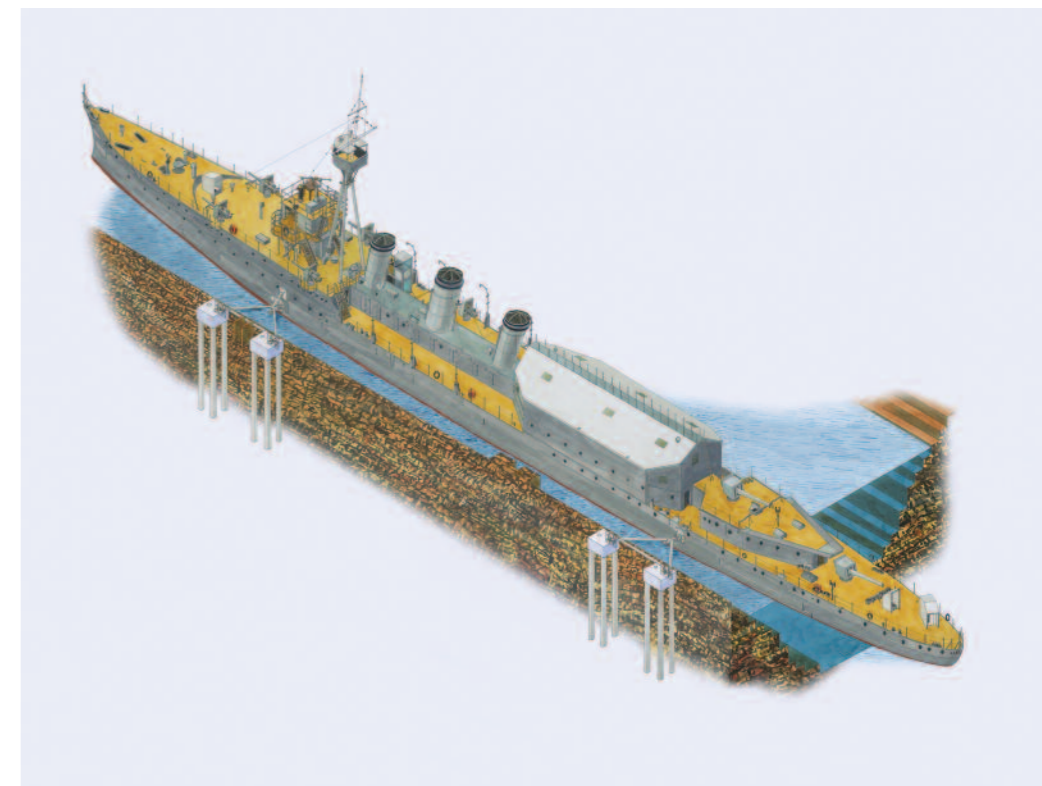
Left Early concepts for the new Royal Marines Museum.

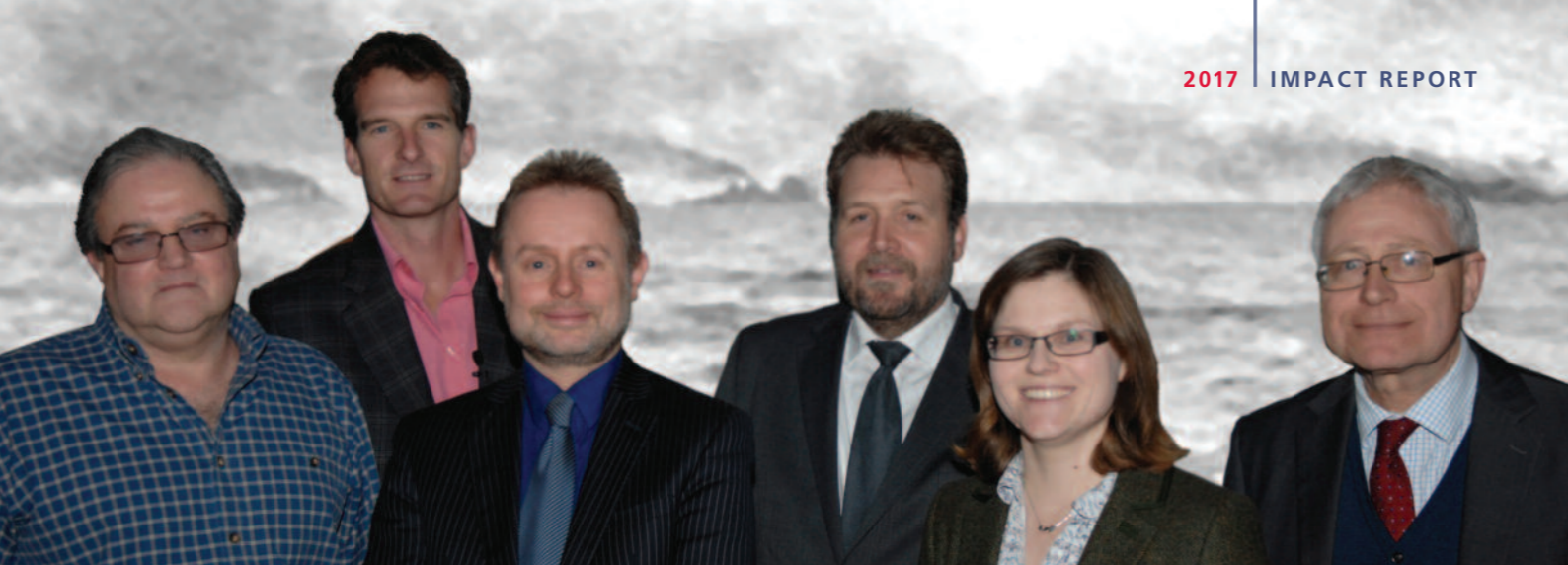
Courtesy Real Studio

Below left The Queen Elizabeth class aircraft carrier is the inspiration for the new playground at FAAM. The funding issued by the Viridor Credits Environmental Company, is sourced from The Landfill Communities Fund.



Opposite, clockwise from near right LCT 7074, a rare D-Day survivor; a unique projection and sound installation on Second World War miniature submarine HMS X24 – which provided the canvas for its remarkable story; Fairmile RML 497, an amazing survivor, full of original features and still fully operational was secured for the museum with an HLF grant; Belfast's new engineering triumph, a unique mooring system for HMS Caroline.





Clockwise from below HRH Prince Michael of Kent; actor John Altman (*EastEnder's 'Nasty Nick'*) at FAAM; The Ambassador of the United States of America to the United Kingdom of Great Britain and Northern Ireland, Matthew W. Barzun with Royal Marine Major Francis Harvey's Victoria Cross; presenter Paul Martin from *Flog It!*; HMS *Victory's* 'Dickie' Henderson with stars of BBC's *Strictly Come Dancing*.

Notable Visitors



Clockwise from left Paralympic triathlete, Lauren Steadman; HLF Trustee and Committee member for the South West of England, David Heathcoat-Amory; Jutland debate panel members – Dr Andrew Gordon, Dan Snow, Nick Hewitt, Dr Stephan Huck, Dr Laura Rowe and Professor Dominic Tweddle; Commandant General Royal Marines Major General Robert Magowan with Kingsbadgeman Marine Finlow supporting the SeaMore Make History appeal.





Navy



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