

Enterprise and Adventure

2015 | IMPACT REPORT

Cover image: Detail of the propellers from HMS Alliance

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THE
NATIONAL
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Contents

ABOUT THE FLEET AIR ARM MUSEUM

Had a fantastic day again at the Fleet Air Arm Museum – the children loved it!

ABOUT THE ROYAL MARINES MUSEUM

The history of the Royal Marines was amazing, lots of images and films, stories from older veterans to modern day heroes.

ABOUT EXPLOSION

Very interesting exhibition. Well laid out and a great feel of reality. When you have finished your tour you can have cake and coffee in the little harbour – very pleasant!

ABOUT THE ROYAL NAVY SUBMARINE MUSEUM

To walk around a submarine and have former submariners explain things was a treat, and made you appreciate the contribution made to our naval history. Well worth a visit.

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Introduction

IT IS EASY TO TALK in superlatives but this year we really achieved some spectacular feats. From the largest ever Heritage Lottery Fund (HLF) grant in Northern Ireland for the Battle of Jutland veteran HMS Caroline, to securing the long term future of the last survivor from the ill-fated Gallipoli Campaign, HMS M.33, again with HLF support, it has been a year to remember.

But that is not all. Racing against the clock we raised the last surviving Landing Craft (Tanks) (LCT) from D-Day. She was almost submerged, visibly deteriorating and facing the breaker when National Historic Ships asked us to step in. The National Museum of the Royal Navy (NMRN) is hugely grateful to the National Heritage Memorial Fund for their support for LCT 7074.

In addition, we formally welcomed HMS Trincomalee into the fold and she makes an impressive addition to our fleet of historic ships. We look forward to working with the team in Hartlepool to secure the future of this terrific asset.

As if this were not enough, we were honoured to welcome HRH The Duke of Cambridge to the Service of Rededication of HMS Alliance and delighted that he was able to join us for a tot of rum! One hundred and thirty thousand people visited HMS Alliance last year, a record.

Special mention must be made of Vice Admiral Sir Donald Gosling, a resolute and very generous benefactor who has contributed significantly to the future of HMS Victory. We were delighted to mark his generosity by renaming the Victory Gallery, the Donald Gosling Gallery and unveiling a bust, crafted by Etienne Millner. This special event concluded a wonderful day, attended by the National Museum's patron HRH The Princess Royal, who, in her own inimitable style formally opened HMS Hear My Story in the Babcock Gallery and spent time with supporters and colleagues to thank them.

These and many other achievements have been set against a backdrop of considerable change. The move towards the merger of our constituent museums has moved apace,

a process of consolidation and change which is essential if we are to achieve our vision. I want to thank all our colleagues and volunteers for their support and patience during this challenging time.

One event sticks in my mind as neatly summarising what we do. The Royal Navy Submarine Museum (RNSM) played host to four generations of Commander Norman Holbrook's family – some 117 of them – in December 2014, 100 years after he was awarded the Victoria Cross, the first for a submariner.

Right LCT 7074, the last surviving Second World War LCT from the D-Day landings in her new home at the NMRN Portsmouth (NMRNP).

Far left Vice Admiral Sir Donald Gosling KCVO at the unveiling of his bust, crafted by Etienne Millner.

Left Admiral Sir Jonathon Band GCB, the Chairman of the Board of the NMRN and HRH The Princess Royal watching the Beat Retreat.





Above HRH The Duke of Cambridge enjoying a tot of rum at the Service of Rededication of HMS Alliance.

Left Four generations of the Holbrook family, including 92-year-old Niece Molly Jennings, at the RNSM.

Opposite The Britannia Cup trophy, presented to the winner of one of Cowes Week's most prestigious races, alongside the gun of HMS Lance, which fired the first shot at sea during the First World War. From left to right: Leading Seaman Simon 'Geoff' Hurst; CO HMS Mersey Lt Cdr David Gillett and Able Seaman Kim Smith.



- HMS Trincomalee, Britain's oldest warship still afloat, became a full subsidiary of the NMRN in June 2014.
- We attracted 895,800 visitors – up 13% over last year. That's 102,606 more visitors!
- The HLF awarded £1.8m to the NMRN to restore and open HMS M.33. Launched in May 1915, she is the sole remaining British veteran of that year's Gallipoli Campaign and the only British warship from the First World War to welcome visitors on board in 2015.



Opposite, top Professor Dominic Twedde welcomes HMS Trincomalee's General Manager, David McKnight.

Opposite, bottom The future of Battle of Jutland survivor, HMS Caroline, is secured thanks to the HLF.

Left HRH The Princess Royal at the official opening of the NMRN's HMS Hear My Story, June 2014.

Below Sea of Poppies, a community craft project, created a stunning Remembrance installation. Photograph by Adam Joyner.



Major Achievements



- A new exhibition, First Out, Last In, which opened in April 2015, put the spotlight on Royal Navy submarines during the First World War.
- The HLF confirmed in October 2014, the award of £11.5m to the NMRN and the Department of Enterprise, Trade and Investment (DETI) to conserve, interpret and display HMS Caroline, the lone survivor of the 1916 Battle of Jutland – the biggest HLF grant awarded to Northern Ireland.
- One hundred years after the first British shot of the First World War was fired by HMS Lance, the NMRN marked the centenary by inviting a sail past by RN patrol vessel HMS Mersey off the Royal Yacht Squadron during Aberdeen Asset Management Cowes Week. The gun is now a permanent exhibit in HMS Hear My Story.
- HMS Alliance and the RNSM celebrated welcoming its 100,000th visitor.





- A special exhibition by Jules George – Weighing Anchor: An Artist at Sea on board HMS Argyll & Tireless, opened on 11 December 2014 at the NMRNP.
- The Gallipoli: Myth and Memory Exhibition opened in December 2014 to national fanfare. The exhibition challenges the historical perceptions of this major First World War campaign.
- Four generations of Portsmouth-born Commander Norman Holbrook's family reunited 100 years after he was awarded the Victoria Cross, the first to be awarded to a submariner.
- LCT 7074, the last surviving Second World War LCT from the D-Day landings, was saved with the support of a £916,000 grant from the National Heritage Memorial Fund.
- The 350-year history of the Royal Marines took centre stage at Sea Soldiers, a special family event at the Royal Marines Museum (RMM) in the summer of 2014.
- The Fleet Air Arm Museum (FAAM) celebrated its 50th birthday in May 2014 and its Royal Navy Air War Exhibition opened shortly after in July 2014.
- The merger of Portsmouth Historic Dockyard with the NMRN took place on 1 December 2014. Working with our partners – the Mary Rose Trust, the Warrior Presentation Trust and the Portsmouth Naval Base Property Trust, we will continue to develop Portsmouth Historic Dockyard as a world class destination.



Portsmouth Historic Dockyard



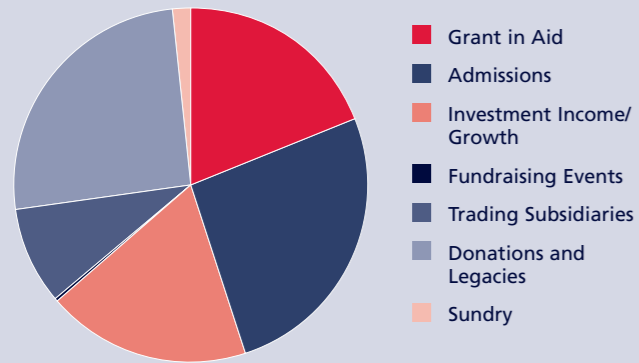
Opposite Helen Snell, the NMRN's first artist-in-residence. The vast collection at Explosion, the Museum of Naval Firepower, inspired Helen's exhibition, *A Short Fuze*.

Above The Myth and Memory exhibition, at the NMRNP, which challenges the historical perceptions of the Gallipoli Campaign during the First World War.

Right Submariner Commander Norman Holbrook receiving the Victoria Cross, December 1914. His bravery was recognised whilst still at sea. Great Great Niece Elizabeth Mooney, who researched her Great Great Uncle's daring exploits explains: 'The entire trip was fraught with dangers, unexpected errors and malfunctions. The submarine, which had a broken compass on the return foray, had to surface on occasion, leaving it open to attack. At one point, the boat had to grate along the bottom of the channel while going full speed in order to escape. This drained her power, forcing her to slow down whilst still in enemy waters.'



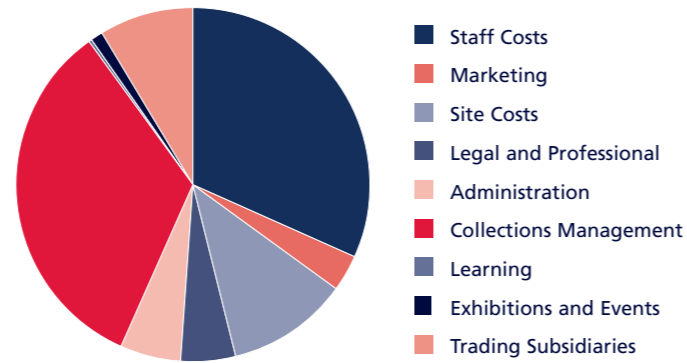
NMRN Sources of Income



GRANT IN AID, provided by the Ministry of Defence, remains the major source of funds for the NMRN. However, for every £1 of Grant in Aid we raise another £4.22, an improvement over last year when the equivalent figure was £3.08. Our performance remains above average when compared with other national museums.

Below The RMM plays host to a memorable – and fun-filled – wedding.

NMRN Application of Funds



The overwhelming majority of our funds are expended on the running cost of our museums including HMS Victory, the largest expenditure being made on staff, 32% of the total. Full integration of the museum teams was achieved, including the staff from Portsmouth Historic Dockyard. The restructure has resulted in the formation of three new functional directorates: Visitor Experience, Heritage and Resources.

Below Visitors love to walk in the footsteps of Nelson on board HMS Victory.



FOOTFALL TO OUR ATTRACTIONS increased by 13% overall for 2014/15, which is really positive, and new attractions, such as HMS Alliance at the RNSM, along with our inclusion in the Portsmouth Historic Dockyard All Attraction Ticket offer has played a key part in boosting those numbers.

The real success stories are the Gosport attractions, which have seen their figures increase by 191% at the RNSM and 75% at Explosion. Figures from the Association of Leading Visitor Attractions (ALVA) indicated a 6.5% increase in its members' visitor numbers nationwide for the 2014 calendar year.

We are now reporting on our visitors the same way across all of our attractions, which ensures greater accuracy and a better understanding of our visitor demographics. We have improved the way that we measure success at our attractions. This, along



with our bench-marking work with ALVA and our audience research segmentation with BDRG Continental, the UK's largest independent research consultancy, helps us to understand what our visitors want from their visit.

In the year 1 April 2014 to 31 March 2015, we had 954,734 unique visitors to our seven NMRN websites, representing an increase of 16% on the previous year. In addition, we now also manage the Portsmouth Historic Dockyard website, which in the same period attracted 762,975 unique visitors. Our press and PR coverage in broadcast, print media, trade and web was valued at £3,973,537.43 Advertising Value Equivalent (AVE) representing a 3% increase on last year.

Our social media coverage is up 52%, compared with last year. Our followers on Facebook for the NMRN are up

Use of Funds



Visitor Services and Trading

Top Handcrafted bow tie using original oak timbers, dating back to the 18th century, salvaged from HMS Victory's restoration projects.

Above 'Captain' Teddy remains one of the NMRN's most popular gifts.

Right The Fort Cumberland Guard at the RMM.



14% on last year. Our Twitter followers are also up by 38% to 33,200 compared to last year. The NMRN reached a total audience of 4,824,298.

Additionally, we have had very positive feedback on Tripadvisor, with the RMM, RNSM, HMS Victory and FAAM all having a coveted 'Rating of Excellence'.

TRADING UPDATE

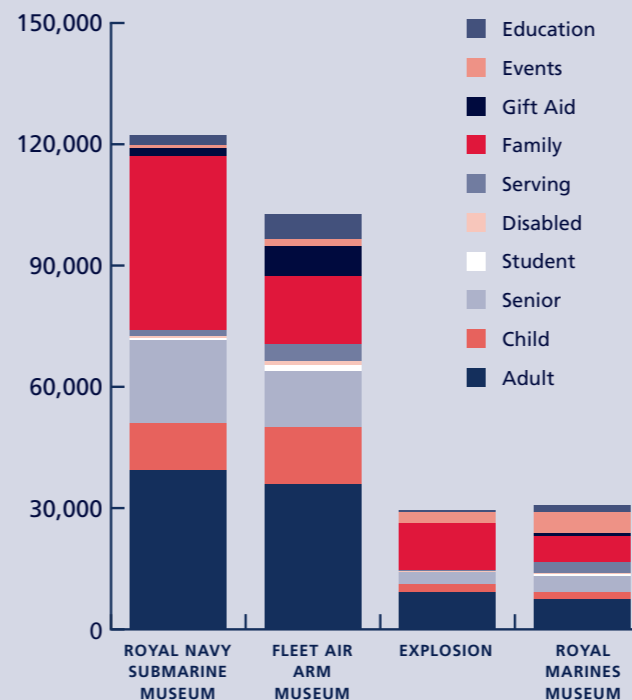
Over the last year we have merged three separate Trading Companies into a single entity, National Museum of the Royal Navy Trading (NMRNT). As a result, significant savings have been made and greater focus achieved.

NMRNT turns over £1.25m, generating a profit of over £200k. This sits outside of the museum's core charitable objectives and includes income streams such as cafés, retail, guide books, weddings, corporate hire, wholesale and brand licensing. A careful balance is struck between curatorial need and brand integrity, whilst we attempt to monetarise the collections, and new potential revenue streams are explored.

Right *The Yomper statue at the RMM.*



We are also able to show who our visitors are more accurately



Retail outlets are operated at the RMM, RNSM, and Explosion, as well as three on the Historic Dockyard; Storehouse 11, Storehouse 10 and on board HMS Victory. Products lines are primarily based around RN and NMRN themes, along with some site-specific stock.

Corporate hire and weddings form a large part of the company's output. Privileged hire of HMS Victory remains our premium product, with the Mountbatten Room, HMS Alliance and The Grand Magazine proving very popular for weddings and party hire.

Guide books are forming an ever increasing central pillar of the business, with now five in our portfolio of in-house written guides. Margins on these products can be amongst the best we achieve, and their success is intrinsically linked to our increase in profit.

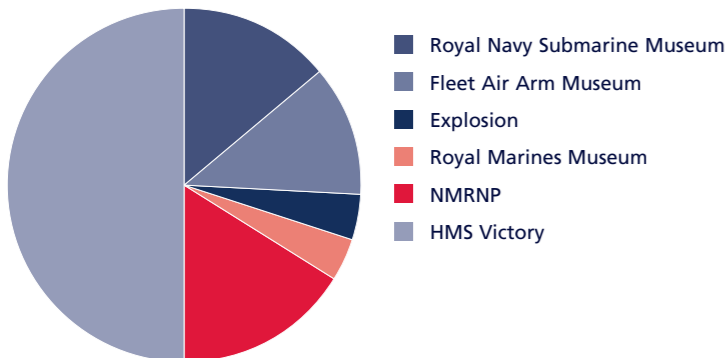
Wholesale is an area in which we are starting to gain momentum. It's good to see the NMRN brand being sold in Chatham and the Royal Museums, Greenwich, amongst other places. Products being sold include our guide books and a replica medal made from lead reclaimed from HMS Victory.

Brand licensing is developing well; 16 contracts have now been signed with a variety of licensees including large companies such as Airfix. Licences cover all areas of the collection from books, posters and greetings cards to models and puzzles. We exhibited at Brand Licensing Europe for the first time, and following its success, have rebooked for 2015.

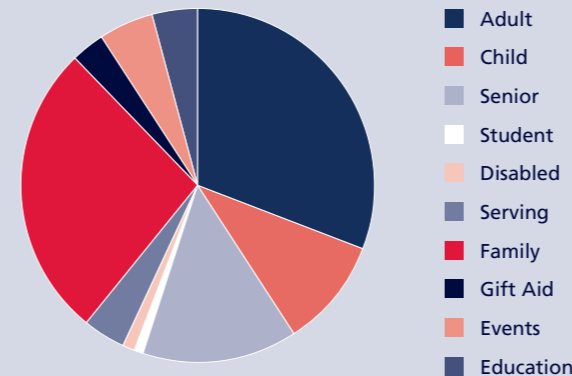
Finally, we have merged the provision of online retail into a single platform and have added a 'design your own gift' service, which is based on images held within the collection.

Left *Armed Forces Day at the NMRNP, June 2014.*

NMRN Visitor Numbers



Demographics



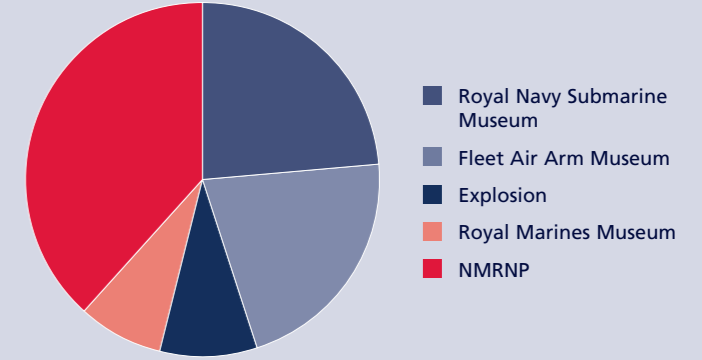


We were delighted to mark the 20th anniversary of the HLF which has been so generous in its support of numerous projects across the NMRN and Portsmouth Historic Dockyard.

Volunteers

WITH OUR GROWING PORTFOLIO of museum assets and a mounting international reputation, we are even more dependent on the 'unsung heroes', our volunteers, to deliver a huge range of services across the entire spectrum of museum activities. Numbering some 202, our volunteers have amassed over 63,429 hours of work in total. The work they do makes a massive contribution to all our museums and we could not do without them.

Among the many volunteer projects completed, the support we have received for the HMS M.33 project has been enormous. The digital archiving of our photographic collection, picture research, cataloguing and medal remounting and ribboning has been greatly assisted by the team of volunteers at the RMM. We continue to be grateful to the group of submariner tour guides on HMS Alliance who regularly delight our visitors with daring tales of life on board a submarine. Our team at Explosion have been doing sterling work on the restoration of our ordnances, in particular the oversized 6" guns on HMS M.33, as well as assisting with our visitor services team around the galleries.



NMRN Volunteer Numbers

NMRN Volunteer Hours



Below Armed Forces Day is one of the NMRN's most popular events.



FROM APRIL 2014 TO 31 MARCH 2015, the NMRN provided 38,263 formal learning visits to schools, colleges and universities across our sites.

A further 42,573 foreign language school pupils visited the NMRN. The majority (97%) of whom visited the NMRNP and HMS Victory.

The amount of time learning staff were engaged in direct delivery to schools, colleges and universities equated to over 85,014 contact hours with 1,101 school workshops and 729 curriculum-linked tours delivered across the museums.

Below The NMRN welcomes many young people from the Scout Association.

Right Knots prove challenging to our younger visitors.

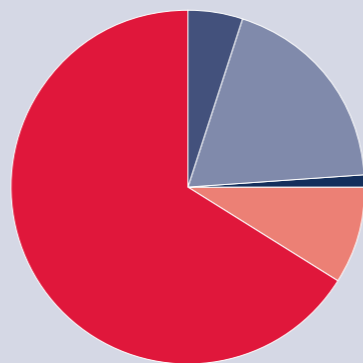
Opposite below Young people having fun at Armed Forces Day at the NMRNP, June 2014.



Across the NMRN sites we delivered almost 1,083 learning activities to adult, community and family audiences – participants in these activities totalled 49,291.

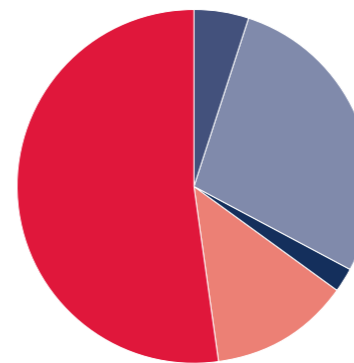
These included Community Roadshows, family holiday activities and special interest tours as well as special projects and events delivered as part of the HLF funded HMS Hear My Story and HMS M.33 projects at the NMRNP.

Learning, Access and Audience Development



NMRN Formal Learning Visits

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- Explosion
- Royal Marines Museum
- NMRNP and HMS Victory



Adult, Community and Family Learning Participants

- Royal Navy Submarine Museum
- Fleet Air Arm Museum
- Explosion
- Royal Marines Museum
- NMRNP and HMS Victory





marine, of the mouth of the Sele River in Salerno, where RM Hughes lost his arm in a fire fight in September 1943.

One of the most powerful ways to tell any story is through images, and during the past year we have received a steady flow of donations of historical photographs. Not all of them are of ships! A recent addition to the photographic collection consists of 22 albums full of photographs illustrating the variety of wheeled vehicles used by the Royal Navy in the 1960s, including a Morris Mini Minor 850 with RN number plates.

Building up to – and now being part of – the centenary of the Gallipoli Campaign, our exhibition Gallipoli: Myth and Memory has been giving visitors a fascinating insight into the story of the Royal Navy's involvement

in the war. It is the second in the museum's series of exhibitions about the Great War at Sea 1914-1918. The centrepiece of this exhibition features the large and recently restored builders' model of the pre-Dreadnought battleship HMS Swiftsure.

Some artefacts, especially the bigger ones, present challenges in physically transporting them to our museums. One such example is LCT 7074, the last D-Day LCT in the UK and one of the last in the world. Sunk and semi-derelict, she had to be re-floated at her moorings at East Float Dock in Birkenhead before she could be moved to Portsmouth. A two-day operation took place in October 2014 to make this happen.

Other notable artefacts include a bronze bust of Eric 'Winkle' Brown by Jenna Gearing, which was

purchased by the FAAM. The unveiling ceremony was attended by Kirsty Young, who had previously hosted Eric on Radio 4's 'Desert Island Discs'.

A hunter pocket (fob) watch, which belonged to Able Seaman George Read DSM while on submarine HMS B.11 was presented to the RNSM. He released the torpedo which sank the Turkish Battleship Messudiyeh in the Dardanelles in December 1914. HMS B.11 was the first submarine to prove that an underwater vessel could penetrate heavily defended waters and inflict heavy blows on an enemy.

Far left A recently restored model of the pre-Dreadnought battleship HMS Swiftsure forms the centrepiece to the Gallipoli: Myth and Memory Exhibition at the NMRNP.

Collections, Research and Scholarship

EVERY COLLECTION, EVERY ARTEFACT, tells a different side to the story of war.

One such example is a collection that covers the area of injury and disability in the armed forces. A prosthetic limb which belonged to Eric Raymond Hughes RM, who lost his arm during the Second World War, was given to the RMM along with his medal collection and other personal items. Included in this collection was a painting by a fellow



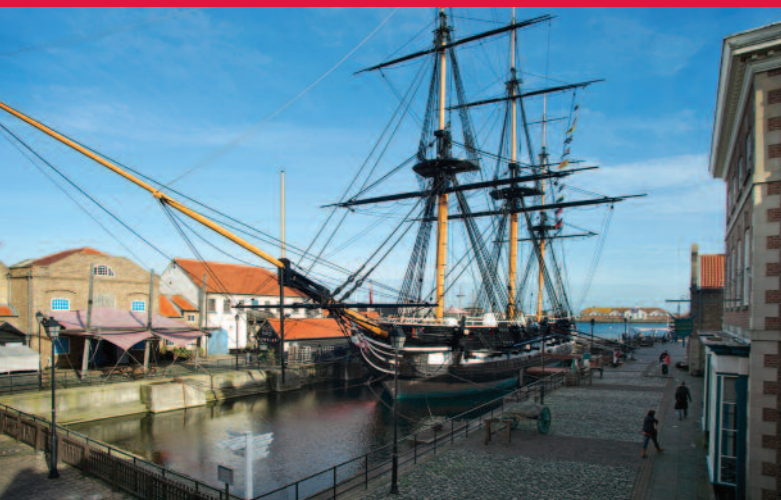
Far left Eric Hughes's prosthetic limb acquired by the RMM.

Middle left The Westland Sea King HAS6 loaned to the FAAM.

Left A bronze bust of Captain Eric 'Winkle' Brown purchased by the FAAM. Captain Brown is flanked by (left) sculptor Jenna Gearing and (right) TV personality Kirsty Young.



Partnerships and Affiliates



Above HMS Trincomalee, Britain's oldest warship afloat in the UK.

Below The Overlord Embroidery at Portsmouth's D-Day Museum, an affiliate of the NMRN.

A CORE PRINCIPLE of the NMRN's strategy is to initiate, develop and extend regional partnerships and affiliations, allowing the story of the Royal Navy, past, present and future to be told across the UK.

Of particular significance this year is the revised working relationship with our partner trusts within Portsmouth Historic Dockyard. The NMRNP and HMS Victory, have always worked closely with the Mary Rose Trust, the Warrior Preservation Trust and the Portsmouth Naval Base Property Trust to present Portsmouth Historic Dockyard as a must-see visitor destination. The long-term strategy aims to develop the site and increase visitor numbers to £1m per annum within ten years. This partnership enables us to co-promote our museums collectively and now includes the RNSM, RMM and Explosion in the All Attraction Ticket (AAT) offer. The ability to visit ten attractions on a year-round ticket is an incredibly strong value proposition and has proved particularly popular.

The NMRN now operates the Visitor Welcome Centre, ticketing, marketing, PR and event management on behalf of our partner trusts on the site. This has kick-started cost savings and cross-site discussions about a sustainable future.

Our well-established relationship with HMS Trincomalee was formalised this year as we warmly welcomed the ship into our historic fleet. In addition to the very real benefits of becoming the only subsidiary of a national museum on the North East coast, this agreement bodes well for boosting regional tourism and we look forward to developing this further.

Opposite Aerial view of Portsmouth Historic Dockyard with HMS Warrior in the foreground.





WE ARE VERY PROUD of our relationship with the Royal Navy and take every opportunity to work in partnership with serving personnel to showcase their work, skills and dedication.

A particular highlight this year has been working with the Royal Marines to commemorate and celebrate their 350th anniversary.

Navy and Royal Marines 350





THE NMRN IS WORKING on the development of three exciting major projects: HMS Caroline, a major Battle of Jutland exhibition, and further development in Hartlepool and HMS Trincomalee.

Work has now started in earnest on the conservation of HMS Caroline, a superb light cruiser, built in 1914. She survived the Battle of Jutland in which she engaged German Battlecruisers during the major action. Since 1924 she has been in Belfast as a Royal Naval Reserves base. In 2012 she was gifted to the NMRN, and will open to the public as a fully-conserved warship on 31 May 2016, the centenary of Jutland.

Linked to the story of Caroline is a major Jutland exhibition in Portsmouth, which will open in May 2016. This will tell the whole of the Jutland story and will draw material

from our own rich collections as well as many loans from the Imperial War Museum and various German naval museums, among others. We will be surveying the battle sites with the Royal Navy and allowing visitors to engage interactively with digital images of some of the Jutland wrecks.

Meanwhile in Hartlepool, we have reached agreement with Hartlepool Borough Council for them to transfer Hartlepool Maritime Experience to us. This is a recreation of a late 18th century waterfront, with shops and houses, which surrounds HMS Trincomalee. It incorporates a walk through with a multi-sensory experience exploring peace and war on a Napoleonic period frigate. The plan is to integrate the operations of the Maritime Experience and HMS Trincomalee to form the nucleus of a National Museum of the Royal Navy, North.



Current and Future Projects

Above In preparation for next year's exhibition at the NMRN commemorating the centenary of the Battle of Jutland, the museum's collection of battle ensigns flown at the battle were laid out together for the first time. The largest (top) is from the Dreadnought battleship HMS Bellerophon. The others come from HMS Marksman, Warrior, Warspite, Obedient, and Indomitable. Some are damaged or have turned black due to funnel smoke. Several ensigns and flags were flown by each ship to show that they were British in the confusion of battle.

Right Water damage is one of the biggest single risks – so basic conservation work is targeted at stopping rainwater penetrating the fabric of HMS Caroline.



Right, top Conservation work will seek to preserve all aspects of HMS Caroline's history. Here on a mess deck, ninety years' worth of modifications have been stripped away to reveal the original fixtures and fittings.

Right Paul Mullen, Head of HLF Northern Ireland (left) with Captain John Rees, Chair of the HMS Caroline project board, on the deck of HMS Caroline.





For the first time in almost a century the impressive internal lines of HMS Caroline's bow are revealed. During her time as a drill ship this space was divided into four separate classrooms. These have now been removed and this part of the ship will become a core part of the visit.

Notable Visitors



Jo Pavey



Elisabeth Murdoch



HRH The Princess Royal and Dan Snow



David Suchet



Ted Turner



Cassidy Little

Patrons and Trustees



Anita Manning



Dick Strawbridge



Robert Bruce

Donna Jones, Leader of Portsmouth City Council



Giles Brandreth



Northern Ireland Office Minister

Dr Andrew Murrison MP



Lord Lingfield • HRH Prince David

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 Adrian Johns KCB CBE KStJ ADC
Rear Admiral Tom Cunningham CBE
Captain Dan Conley OBE
Sir Robert Crawford CBE
Mr Michael Bedingfield
Mr John Brookes OBE
Professor John Craven CBE

Mr Mike Gambazzi
Mr Jeff Mason
Ms Kim Marshall
Mr Tim Schadla-Hall
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