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NATIONAL HERITAGE MEMORIAL FUND



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Cover: In what is believed to be a first for the museum sector, local community groups in Portsmouth are set to benefit from a stunning, colourful legacy to our highly successful tattoo exhibition which was curated by The National Maritime Museum Cornwall.

A full-sized handcrafted, painted tattooed torso nicknamed 'Tattoo Jack' and featuring up to 35 designs has been created by artist Gary Coole. Some of the tattoos featured were submitted by the public, some of them serving or veteran personnel following a public appeal by the museum to learn more about the tradition of tattoos.

The torso is now being toured around Portsmouth and beyond as part of an outreach programme including sessions with Alzheimer's and Dementia Veterans group.

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2019

# Enterprise and Adventure IMPACT REPORT



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TEES VALLEY MAYOR





# ROYAL MARINES MUSEUM

The £5 Million Mission

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**Opposite** Fundraising for the new Royal Marines Museum is a strategic project for the museum.



## Introduction

2019 HAS BROUGHT HOME the Chinese adage, 'may you live in interesting times'! We were both surprised and indeed disappointed to receive the unwelcome news that the National Lottery Heritage Fund (NLHF) found themselves unable to support the creation of a new Royal Marines Museum and 'Storyhouse 12: The Navy Unlocked'. It is unconscionable that the Royal Marines should be without a museum to tell their illustrious story. We are driving hard now with a £5m campaign to raise the funds and as part of this will be asking both the Royal Marines charities and the navy for their financial support.

It has proved difficult to find an accommodation with the Mary Rose Trust (MRT) since they chose to operate independently but we continue to try. All parties agree that

separate marketing and visitor entrances bemuse our visitors. Sharing a static or reducing ticket income is never easy and there is not enough revenue generated to meet the increasing costs of The National Museum of the Royal Navy (NMRN), the MRT and Portsmouth Naval Base Property Trust (PNBPT). Ways must be found to maximise income, share it fairly and transparently and reduce the cost base.

On the upside, we signed a shared 'Statement of Intent' reaffirming the relationship between the Royal Navy and its museum. Landing Craft Tank (LCT) 7074, the last LCT to be on the beaches on D-Day, secured a Round 2 pass from the NLHF and is planned to be on site in Southsea, next to the D-Day Story in the summer of 2020. Work on the new support system for

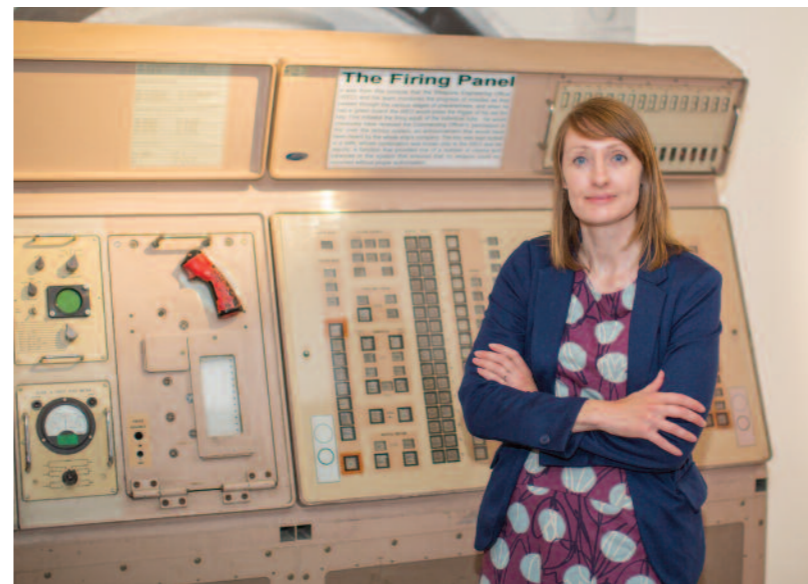
HMS Victory is progressing well and the Trafalgar Sail is back on display and looks superb. The museum broke new ground with a 'Tattoos' temporary exhibition which stimulated a great deal of interest and a considerable contrast to the 'Silent and Secret' exhibition which recognised 50 years of the Continuous At-Sea Deterrent. Further afield, RML 497 arrived as the vanguard of a major development at the National Museum Hartlepool and we progress the gifting of the Devonport Naval Heritage Centre collection. Internationally, we hosted a formal visit from the Chilean Navy and signed a Memorandum of Understanding with the Hellenic Navy.

Looking forward uncertainty, both political and economic, appears to be the order of the day. If this adversely impacts on visitor numbers and income then we stand to be in for both a difficult year and an increasingly uncertain future. We are now fast reaching the point where an appropriate Grant in Aid settlement must be put in place, which allows free visitor access in line with Government policy for National Museums and the governance relationships in Portsmouth Historic Dockyard (PHD) are reformed with the aim of reducing the cost base.

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

- Hosting 96 tourism leaders from across the UK for the main Council Meeting of the Association of Leading Visitor Attractions (ALVA). The two-day Tourism Summit opened with an exclusive tour of HMS Victory. Speakers included Jenny Waldman CBE, Director of 14-18 Now.
- Holding a two-day international conference to mark the centenary of the Zeebrugge Raid to blockade the German forces in the Belgian port. Eight Victoria Crosses were awarded for a raid considered to be one of the key moments of the First World War.
- Reopening the Pump House alongside HMS Caroline. The biggest regeneration project undertaken in recent years in the Titanic Quarter, Belfast, it forms the base for an extensive new visitor centre. A new 25-metre steel and timber footbridge has been installed across the mouth of Alexandra Dock to allow even greater accessibility for visitors.
- Commemorating 50 years of the Continuous At-Sea Deterrent with a new exhibition, 'Silent and Secret' at the Royal Navy Submarine Museum (RNSM). The permanent displays include the installation of

- a full-size Polaris and Tomahawk missile. The Royal Navy Submarine Service has carried the nation's nuclear deterrent since 1968.
- 'Welcoming Tattoo: British Tattoo Art Revealed', a major new exhibition, curated by The National Maritime Museum Cornwall celebrating the rich artistic heritage of tattooing as an art form in the UK – and challenging long-standing myths and pre-conceptions about tattooing in terms of class, gender and age.
- Revealing HMS Victory's Trafalgar Sail, after it had lain unseen for the last six years. The only surviving foretopsail from the 1805 Battle of Trafalgar, it measures the equivalent of two tennis courts when fully laid out.
- Displaying, for the very first time, a 42-pound cannon, from the wreck of HMS Victory 1744. Since her discovery ten years ago, the predecessor to Nelson's famous flagship has captured the imagination of naval enthusiasts and maritime archaeologists. Her sinking was one of the Royal Navy's worst naval disasters.
- Confirming a grant of £4.7m from the NLHF towards the conservation and move of D-Day survivor LCT 7074.



## Major Achievements

**Opposite left** Senior conservator Diana Davis making final checks on the Trafalgar Sail.

**Opposite right** Sir Jonathon Band GCB, DL, Chairman of The National Museum of the Royal Navy.

**Left** Curator Alexandra Geary with a firing panel from the Polaris-era.



## Focus on Hartlepool



READ OUR SHORT Q AND A with the National Museum Hartlepool's General Manager, Roslyn Adamson.

**CAN YOU EXPLAIN WHAT IT MEANS TO HARTLEPOOL TO HAVE A NATIONAL MUSEUM BASED THERE?**  
 Hartlepool is a proud town with big aspirations for the future, but it isn't without its social and economic challenges. The National Museum is seen by many as a positive step towards tackling these negative external perceptions and we have a responsibility to play our part in the regeneration of the area. The waterfront location in which the museum sits is ripe for redevelopment and the National Museum has the potential to draw additional visitors to the town, particularly if we get this right.



### WHAT IS THE SPECIFIC CHALLENGE WE FACE IN HARTLEPOOL?

We have a fantastic site in Hartlepool which continues to surprise and delight any new visitors who travel to see us. It is difficult not to be impressed of course by the sight of HMS Trincomalee floating in the dock. The story we currently tell through HMS Trincomalee represents only a snapshot of the history of the Royal Navy. We are tasked with bringing to the region the wider story of naval history through the ages but also of what the Royal Navy represents today.

Our greatest challenge is our lack of exhibition space to do this. Luckily, our greatest opportunity is the availability of land to do something about that.

### HOW IS THE NATIONAL MUSEUM WORKING IN PARTNERSHIP TO HELP THIS?

We are working with Hartlepool Borough Council and Tees Valley Combined Authority to devise a scheme which will not only enable us to reach a wider audience but will ensure the National Museum acts as that much-needed catalyst for regeneration. Interim work has already begun and this summer will see the installation of a new playground which will be followed

by a new indoor adventure centre. We have also been working with architecture students from Northumbria University on an exciting project which has seen them redesign and repurpose the museum and buildings. This will culminate in a summer exhibition onsite which will open the dialogue with the local community on what the future might look like. The students' work, done in a short space of time, is phenomenal and really highlights the huge potential of the site.

### WHAT LIES IN WAIT FOR RML 497?

RML 497 will be the centrepiece of a new exhibition hall on the site and it will help to tell the story of these heroic vessels and their crews during the Second World War. Extensive repairs and conservation work are required before that will occur. In the meantime, she is being carefully cleaned and looked after by a team of volunteers led by our Curator and Ship Keepers.



Opposite left General Manager, Roslyn Adamson with the Tees Valley Mayor, Ben Houchen.

Opposite right Costumed interpretation is always popular at Hartlepool.

Left A new play ship will be a welcome addition to the Hartlepool visitor offer.



FOLLOWING PARLIAMENTARY approval, the transfer of the Devonport naval heritage collection into the National Museum continues. In the meantime, our curator Hannah Bradbury has been busy improving our visitor experience with a new series of temporary exhibitions, archive open days and improved outreach.

Cataloguing has begun on submarine HMS Courageous. The Age of Sail gallery is being refreshed and reinterpreted. Work continues with the cataloguing of our textile collection and new racking for improved access and proper storage. Volunteers are now trained in digitising our pay and hurt books, our vast glass plate negatives collection and in oral history recording.

Right Identity card from an exhibition on the Chinese labour corps.

Below Part of the current galleries in Devonport.



Below Devonport curator Hannah Bradbury (right) with Sadie Wilson from the Portsmouth team.

## Devonport Update





## Fundraising and Membership

FUNDRAISING AND MEMBERSHIP continued to take positive steps forward during the year. Work focused on the new Royal Marines Museum and D-Day Landing Craft LCT 7074. Events included the First Sea Lord's Reception for Beating Retreat at Admiralty House, London, a lunch on Cunard's Queen Mary and fundraising dinners including those at Trinity House, London and on HMS Victory.

The National Membership scheme has gone from strength to strength, helping to create a long term sustainable business model. In just over two years we have 6,778 members and last year saw a massive increase. Members enjoy access to all

of our sites, special benefits, events and discounts. Last year saw a massive increase in the scheme. Events included a series of activities for the Centenary of the end of the First World War. Notable donors during the year include the Peter Harrison Heritage Foundation who supported D-Day Landing Craft LCT 7074, the WRNS Benevolent Trust and a group of Royal Marines runners.

BAE and Oyster Yachts were welcomed as new Corporate Partners. They join long-standing corporate partners, including Babcock and Lockheed Martin. BAE hosted a large and successful volunteering day in Portsmouth.



## Lights, Camera, Action

OUR SITES HAVE WELCOMED several famous faces for filming during the year and been the host for peak Saturday night viewing, with the National Lottery's *Race to the Numbers*.

Media coverage continues to play an important part in raising the profile

of the museum with an estimated £14.7m in advertising value equivalent.

Engagement online has been equally high with 1,437,495 visitors to the National Museum website and our numerous social media pages on Twitter (3,439,980 visits), Facebook (15,281,540 visits) and Instagram.

**Above left** Tom Hughes aka Prince Albert in Hartlepool for ITV's *Victoria*.

**Above** Michael Buerk and John Sergeant in popular TV series *Britain by Boat*.

**Right** *Race to the Numbers* was hosted by HMS Victory.

**Opposite right** Sponsor BMT supports holiday fun with virtual reality kits.



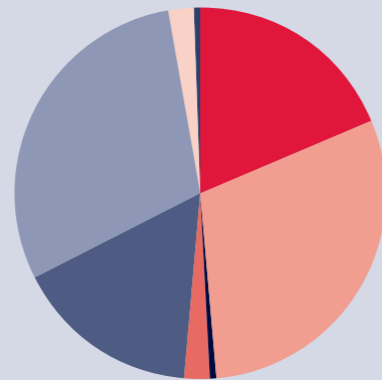
STEM corporate partner BMT hosted Virtual Reality activities for children. The partnership see BMT and the National Museum continue to work on maritime heritage programmes, which provide young graduate engineers at BMT with unique experience and insights into maritime design. The partnership will also see BMT supporting the National Museum with future STEM initiatives, blending education and history with modern day application.



## Use of Funds

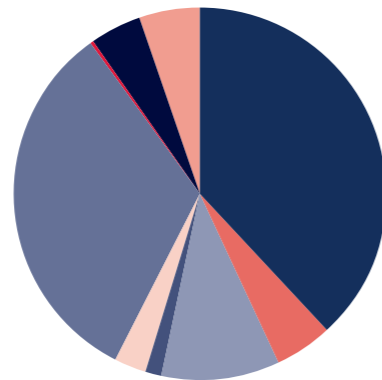


### Sources of Income



- 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 raised another £4.35.

**Above left** RML 497 finally ashore in Hartlepool.

**Left** Detail from a painted tattooed torso created by artist Gary Coole.

**Opposite** There's nothing like a bit of sword fighting to entertain young visitors at Hartlepool!



## Trading and Visitor Services

THE START OF 2018 saw the launch of a new ticketing strategy to provide a wider choice of experience to our visitors. This was complimented by bespoke upselling and commercial awareness training for our visitor experience team. All our sites sell all tickets from all till points.

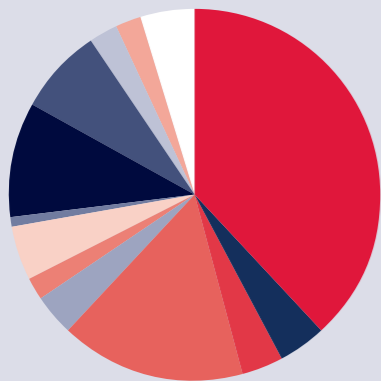
A Beer Festival generating both public awareness and income took place at HMS Caroline, a Halloween Scare Attraction reaching new audiences at Portsmouth Historic

Dockyard and a Rum Festival at Hartlepool, building on the success of these themed events for the National Museum.

Action Stations also transferred into the National Museum family, enhancing the family offer and enabling further commercial opportunities.



Visitor Numbers



- Portsmouth Historic Dockyard 716,499 Visitors
- The National Museum Portsmouth 75,347
- Victory Gallery 65,851
- HMS Victory 302,860
- HMS M.33 66,831
- 36 Hours: Jutland 39,868
- Royal Navy Submarine Museum 87,810
- Explosion 15,788
- HMS Warrior 75,347
- Action Stations 184,742
- The National Museum Hartlepool 45,125
- HMS Caroline 41,202
- Fleet Air Arm Museum 88,159



Right Award winning activity book, Join the Crew.

# Learning

DURING 2018-19 the Learning, Engagement, Access and Participation team delivered formal and informal learning activities to 53,876 participants. We shared our story with 5,434 people in our local communities. Through our work and projects we levered in £342,632 in funding and income.

Our work is inclusive. We worked with older people at risk of isolation and men recovering from substance abuse. We ran projects with young people with special educational needs, babies and toddlers, teenagers, veterans and people from black and ethnic minority backgrounds. Many had not previously visited; many expressed increased levels of wellbeing as a result of their engagement and we welcome them back.



Our *Join the Crew* children's activity book won first prize for Best Children's publication at the Association of Cultural Enterprises (ACE) Awards.

Our troupe of actors, Dockyard Alive, had a successful year entertaining our visitors through themed characters that ensured our open spaces and queues were entertained and amused.

Left Well-known Royal Marine Hannah Snell is part of our Dockyard Alive troupe.

Opposite Workshops with the Fleet Air Arm Museum's (FAAM) unique aircraft carrier catapult; the Tattoo exhibition; processing artefacts from the Diving Deep project.







**Left and below** Acquisition of artworks can still provide a unique operational perspective, whether by serving personnel or contemporary artists. This year we added 69 watercolour sketches painted by Surgeon Probationer Charles Glen RNVR on HMS Sceptre, 1917–18, and two watercolours by Gordon Rushmer, who was embedded with 3 Commando (Brigade) Royal Marines in Kosovo, 2001.

## Collections, Research and Scholarship



**A FULLY-INTEGRATED TEAM** working across the museum's different sites now plans the development, management and use of our collections. More than 500 offers of new material have been reviewed – with approximately one third accepted – whilst a significant project to review and rationalise existing holdings is underway.

Following the National Lottery Heritage Fund's decision not to fund the new Royal Marines Museum project, Trustees have acted quickly to release over £2m and a project has started which will move and improve the storage of collections, which are currently at critical risk in poor quality buildings, by March 2020.



**Left** The museum marked the 50th anniversary of the first Polaris submarine patrol with a major conference and the permanent exhibition 'Silent and Secret'. After extensive conservation, and the significant logistical effort required to join sections together and move into the John Fieldhouse Building, a Polaris missile was installed for the first time at RNSM.



**Above** Digitisation of the collection relating to HMS Warrior – such as the uniform and possessions of the first Captain – has provided the basis for the re-interpretation of the ship and is the first element of the museum's collection now fully accessible online at [www.nmrn.org.uk](http://www.nmrn.org.uk)



## Future Projects

**Above and right** RML 497 towed into Southampton Port to prepare for her journey to Hartlepool; safely arrived.

**Opposite top left** Storehouse 12, a new store being created at the heart of PHD, is part of an ambitious project to consolidate the museum's collections into three locations, improving conditions and access. There will be further high quality storage in Cobham Hall at FAAM.



**Above right** Dan Pascoe holding a quoin, or a wedge used to elevate a gun, excavated from HMS Invincible.

**Right** *The Diving Deep*: HMS Invincible 1744 archaeological excavation aims to tell the story of the amazing Invincible, her capture, the contribution she made to the Royal Navy and ship design and her subsequent sinking and rediscovery by a local fisherman, Arthur Mack, nearly 200 years later.

HMS Invincible images: Mike Pitts





## Navy



**Above** The original bell will be scanned and cast by Cammell Laird to provide a new bell for the aircraft carrier HMS The Prince of Wales.

**Above right and right** The Lamplight of Peace.

**Far right** Admiral Sir Jonathon Band and Vice Admiral Tony Radakin sign the shared Statement of Intent.

**Opposite** A long-term vision for FAAM includes a new building incorporating dramatically improved galleries, a STEM Centre and more and better quality collections storage.





## Notable Visitors and Events



*Clockwise from top left Gerald Jones MP Shadow Minister for Armed Forces and Stephen Morgan MP; Malaysian visitors with HMS Victory; FAAM restoration engineer William Gibbs with veteran Douglas Rolton; a new cooperation signed overseas, including the Hellenic Navy and Greece's Lascarides Foundation; Nicholas Witchell with Director General Dominic Tweddle; the Chilean Navy visit to Portsmouth.*

**PATRON** HRH The Princess Royal

**VICE PATRONS** Lord Palumbo  
Lord Jones of Birmingham  
Hon Vice Admiral Sir Donald Gosling KCVO, RNR

**TRUSTEES** Admiral Sir Jonathon Band GCB, DL, Chairman  
Mr Michael Bedingfield  
Professor John Scott Davidson MA, LLD, SFHEA, FRSA  
Mr Mike Gambazzi  
Ms Helen Jackson  
Vice Admiral Sir Adrian Johns KCB, CBE, KStJ, ADC

Councillor Donna Jones  
Major General Jeff Mason MBE  
Mrs Mary Montagu-Scott DL  
Mr Tim Schadla-Hall  
Professor Sara Selwood  
Rear Admiral Rob Stevens CB  
Mr Gavin Whitter ACA, CTA  
Dr Caroline Williams  
Mr Charles Wilson

**DIRECTOR GENERAL** Professor Dominic Tweddle

## Patrons and Trustees

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