

NATIONAL ARMY MUSEUM

Annual Review 2012-13



NATIONAL
ARMY
MUSEUM

CONTENTS



▲ ABOVE: The eagle standard of the French 105th Regiment, captured at Waterloo, 1815. Featured in *Britain's Greatest Battles* online exhibition.
NAM.1971-10-24-3

COVER: Horse's neck band, c1820. Made from tiger claws and worn by the horse of Colonel James Skinner, Captain Skinner's Corps of Irregular Horse.
NAM.1963-06-84

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CHAIR'S STATEMENT



View of the early plans for the proposed new entrance to the Museum

It is over 40 years since the National Army Museum (NAM) welcomed its first visitors to the Chelsea site in November 1971. Established through the determination, enthusiasm and persistence of Field Marshal Sir Gerald Templer, the new purpose-built building provided the public with an opportunity to learn about the British Army's heritage.

Over the last 12 months the Museum has been engaged in preparations for the most ambitious and radical transformation to be undertaken on the Chelsea site since those very early days. Every single element of the building and its contents, from the 1970s 'brutalist' exterior to decades-old displays, has been examined to decide whether it remains fit for purpose, and if not, how best it might be changed in order to better tell the story of the British Army.

This review contains an outline of the £23 million *Building for the Future* project and details some of the innovative plans and supporting activities that are key to the success of this venture. I hope you will be as enthused and inspired as we are. As you might expect, this is a project which is all-consuming and has drawn on the expertise and time of staff from across the organisation. It is therefore with some pride that I also report considerable success in the Museum's core activities. As the

country became absorbed in Jubilee and Olympic fever, NAM achieved record numbers for educational visits, delivered a lively events programme and continued to develop a range of digital and exhibition projects.

To continue the theme of the NAM presenting contemporary as well as historical conflict, and to replace the highly successful *War Horse* exhibition, it was decided to stage a thought-provoking special exhibition opening in July 2013. *Unseen Enemy*, developed in partnership with the Army, tells the story of Improvised Explosive Devices (IEDs) and the British Army's experience of them in Afghanistan. It was also seen as a way of marking the sacrifices made and the lessons learned by the British Army during the last decade in theatre of operations.

We are also focusing on stories of British soldiers from the past and are finalising the details of our commemorative plans for the First World War centenary (2014 -19) and the Battle of Waterloo bicentenary (2015). The consequence, however, of developing exciting plans is the realisation of the nature of the challenges ahead and the work required to deliver the project. The initial support we have received from the Heritage Lottery Fund has been very encouraging but represents only 50% of the total cost of the *Building for the Future*

project and therefore our plans can only be realised with the generous support of a wide network of individuals and organisations.

Together we need to harness the same determination, enthusiasm and persistence exhibited by Field Marshal Templer some 40 years ago. By doing so we shall have a museum that can continue to tell the story of the British Army in a way that attracts and enthuses the largest possible audience from the widest and most diverse of backgrounds.

General Sir Jack Deverell KCB OBE

Our Vision

To be the leading authority on the history of the British Army and a first class museum that moves, inspires, challenges, educates and entertains.

Our Mission

To gather, maintain and make known the story of the British Army and its role and impact in world history. To provide a museum experience that meets the widest range of public need and connects the British public with its Army.

Our Core Values

Relevance, Insight, Quality, Enjoyment, Access, Learning.

INTRODUCTION

‘There is no doubt 2012-13 has been a year of challenges; we have established new working methods, developed a variety of new partnerships and gathered a huge team of experts and consultants to support us in delivering a breadth of activities. But this hard work is already reaping rewards and it is this that gives a hint of the exciting opportunities still to come.’

NAM DIRECTOR GENERAL, JANICE MURRAY



Jubilee: 60 Years of the Sovereign and Her Soldiers exhibition

Welcome to our Annual Review for 2012-13. The last year has been an extremely busy one for NAM. Not only have we welcomed over a quarter of a million visitors through our doors, but we have been undertaking a whole new range of activities outside the Chelsea walls through the launch of an innovative programme of learning and outreach, and busily planning for the future of the new Museum.

As we shared with you in our previous Annual Review, April 2012 marked a major achievement, when the Museum secured initial

support for our £11 million Heritage Lottery Fund bid to support our ambitious £23 million *Building for the Future* project. This kicked off the year to an excellent start and we have been focused on using the £350,000 development funding to move the project to the next stage, trialling learning and outreach projects, researching the Collection, developing resources and deepening our understanding of NAM's audiences.

In December 2012 after a competitive tender process, NAM announced that the *Building for the Future* contractors had been

appointed. The NAM team has been working alongside this external group to develop the plans for a new and innovative approach to the Chelsea building and the story that is told within it.

To understand how best to tell these stories the Museum has been undertaking a great deal of research. However we have chosen to rely not just on the expertise of our talented team of curators but to source alternative perspectives on our Collection. We have therefore drawn together an expert panel of individuals to sit on our Academic Panel, featuring eminent figures

including Max Hastings, Peter Snow and Kate Adie, and chaired by Professor William Philpott. The panel is working directly with our curatorial and interpretative teams to help unpack the complex historical story NAM tells.

Expert advice has come not just from the historical and academic community however. NAM's Access and Outreach Department has been working closely with a range of community groups to help inform our understanding of some of the objects in the Collection. Projects with the Ming-Ai (London) Institute and the Anglo-Sikh Heritage Trail

have seen our curators running 'object in focus' sessions, presenting items from the Collection relating to Chinese and Sikh culture. The groups discussed the historical and cultural significance of the items and have been helping NAM staff gain a better understanding of the objects.

As we enter the new financial year, our plans continue apace so keep an eye on the NAM website for all the latest updates.

‘Honestly speaking I came for an hour but then after spending 6 hrs here, I am longing to come back. This is an amazing place.’

VISITOR COMMENT

A YEAR OF CELEBRATION



One of NAM's younger visitors outside the Museum

National Celebrations

2012 was a year of celebration across the country, as the nation came together to celebrate both the Golden Jubilee and London's role as the host of the Olympic and Paralympic Games.

NAM entered into the spirit of celebration by hosting a special exhibition *Jubilee: 60 Years of the Sovereign and Her Soldiers*. Exploring aspects of the relationship between the current Royal Family and the British Army, this featured the uniform worn by HRH Princess Elizabeth when she held the honorary commission of Brigadier in the Women's Royal Army Corps (1949-53), as well as a range of other commemorative memorabilia.

As the British Army celebrated the achievements of a number of serving personnel and veterans in both the Olympic and Paralympic events, NAM recognised the historical link between the Army and sporting achievements in the *Sporting Soldiers* online exhibition.

Representation of these national celebrations can now also be seen in the Study Collection with the newly-acquired Fortnum and Mason Jubilee gift tin (NAM. 2012-12-58) and Olympic shoulder badge (NAM. 2012-08-3) representing the Army's unique place in these seminal events.



▲ ABOVE: Sports medal for athletics, 1918
NAM. 1994-08-132

◀ LEFT: Tug-of-War cup, 1942
NAM. 1992-04-102-1



▲ ABOVE: Fortnum and Mason tin including biscuits and tea. These were presented to 15,000 men and women on active service in Afghanistan and Iraq.

NAM. 2012-12-58

Sharing NAM Success

Kicking off the New Year with the success of the HLF bid gave us an early opportunity to celebrate; however further achievements were still to come. Visitor figures, which had been estimated conservatively this year due to concerns over the impact to tourism of the Olympics, remained constant and we welcomed over a quarter of a million visitors through our doors. This was 10% up against target.

| | NUMBER OF VISITORS | % CHANGE FROM PREVIOUS YEAR |
|---------|--------------------|-----------------------------|
| 2008/08 | 215,721 | +7 |
| 2009/10 | 229,029 | +6 |
| 2010/11 | 246,646 | +8 |
| 2011/12 | 270,812 | +11 |
| 2012/13 | 254,108 | -6 |

▲ Visitor Figures over the last five years

‘Such an amazing visit ... Very moved by the *War Horse* exhibition and then reading various stories as we walked through the museum...my young children were very much enthralled by statues and games throughout. Keep up the good work!!’

VISITOR COMMENT

As our *War Horse: Fact & Fiction* special exhibition drew to a close in March 2013 after an extended run due to popular demand, we saw a total of over 230,000 people passing through the exhibition across the 15-month run. Following on from this success, NAM is now exploring the potential for a version of the exhibition to tour venues across the world from 2014.

In March 2013 the Museum was delighted to learn that it had once again been awarded

Full Accreditation, this time by Arts Council England (ACE), who took over the running of the scheme in 2011. The award of full status recognises the Museum’s on-going commitment to the storage, conservation and management of its Collection.

With so much activity being undertaken, the Museum has been sharing this success through a range of digital channels, featuring videos, images and blogs from staff across the Museum.

This has helped us to drive up our virtual visitors and resulted in 2,483,855 page views of the website over the year, an increase of 35% on the previous year.

One new area of focus has been the development of the *Building for the Future* microsite www.nam.ac.uk/future. This section of the site includes images and news stories detailing the latest project developments.



Visitors to the *War Horse: Fact & Fiction* exhibition



▲ The *Building for the Future* microsite provides all the latest news and information about the development project



NAM staff working with representatives from the Sikh community to reinterpret objects from the NAM Collection



Participants from our *Coatee to Couture* outreach project

Increasing NAM's Reach

NAM continues to find new ways to broaden its reach. Our newly-established Access and Outreach Department developed a variety of activities, which explore new and innovative ways in which to reach a range of audiences through community outreach projects.

Our Regimental Museums Liaison Officer continues to work closely with colleagues in Regimental Museums across the country. A programme of touring and temporary exhibitions is planned to visit a number of regimental locations during 2014 and 2015, enabling the NAM Collection to sit alongside Regimental Collections and reach audiences and communities who would be



▲ A volunteer assisting in the cataloguing of the Collection

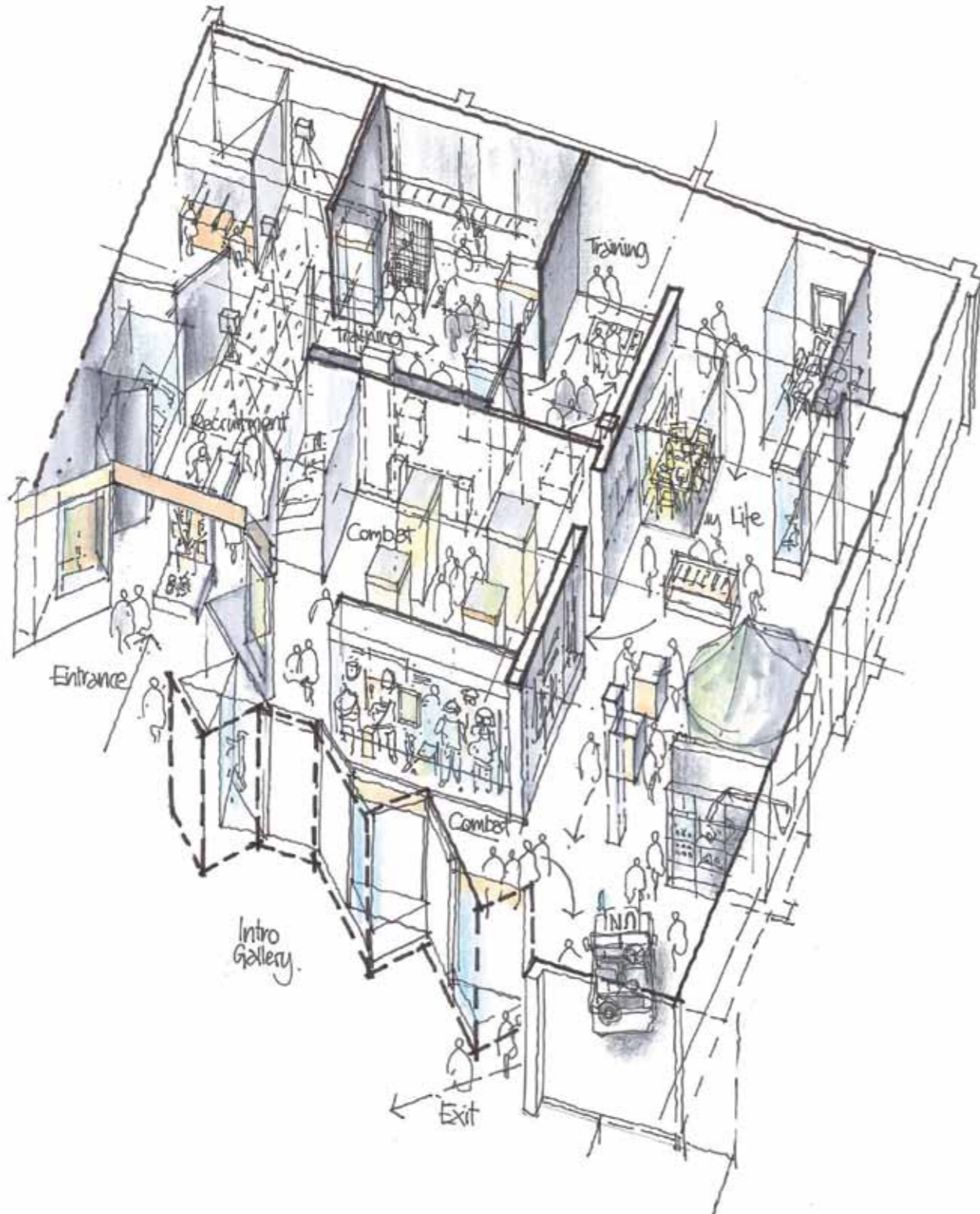
unable to travel to London. Another way we have expanded our reach is through the development of our volunteers programme. Working with military charities, volunteer centres and diverse community groups, the Museum undertook the biggest programme

of volunteer recruitment NAM has ever seen. Thirty-three volunteers supported staff in the auditing of the Collection, cataloguing, records management, invigilation of the Templer Study Centre, and working with the Education and Photography Departments.

‘It was such a fantastic experience to be able to explore the archive and get so close to such historic garments. Feeling their weight, seeing inside them and even smelling them really made me feel connected to the people who first wore them, however long ago. It has been such a help to me.’

FELIX CHABLUK SMITH FROM ROYAL COLLEGE OF ART

DEVELOPING PLANS



Early plans for one of the proposed new galleries

Chelsea Developments

For the last 12 months NAM has been a hive of activity as staff across all areas of the organisation come together to help inform and develop the plans for the Chelsea building. The radical transformation centres on revolutionising the visitor experience, with new galleries to reinterpret the story of the Army, much improved education facilities and increased access to the Collection.

Interdisciplinary designers BDP and exhibition designers Event Communications are bringing their expertise together to reconfigure the building to provide greater public access and facilities, improved learning spaces and to create innovative new gallery spaces. The consultants will work alongside NAM's internal team to update and reinterpret the story of the British Army and to present the Museum's Collection. The project is overseen by project managers and cost consultants Focus Consultants who will be working with all partners to ensure the smooth running of the venture.

As the financial year drew to a close, the team pulled together all of their work to date achieving Royal Institute of British Architecture (RIBA) Stage C status. The plans include



▲ Initial concept ideas for proposed new introduction area

‘It sounds like, and I’m sure it will be, a great success.’

VISITOR COMMENT FROM ONE OF OUR AUDIENCE DROP-IN SESSIONS

a reinvigorated external façade and entrance space. The breaking down of walls and enclosed spaces will open up the building from top to bottom, providing a welcoming space and allowing visitors to better orientate themselves.

The building will house five new permanent gallery spaces, alongside a substantial temporary exhibition space, an introduction gallery, and enlarged café and shop spaces.

We will retain our popular Templer Study Centre, and this will be accompanied by further study resources and improved access

to Collection storage areas. The gallery developments are providing the opportunity for the curatorial team to go back and re-examine the Collection, to research and prepare potential items for display. This process offers the chance for a range of new items to be displayed and for previously displayed items to be looked at from a new perspective.



NAM staff working with volunteers from the Ming-Ai (London) Institute to reinterpret objects from the NAM Collection



Artist Susan Stockwell working with a resident at the *Help for Heroes* recovery centre, Tedworth House

‘When I realised that it was possibly the work of Dong Gao, and it had been viewed and touched by Chinese Emperors, it suddenly made the history more real.’

PARTICIPANT FROM THE BRITISH LION, CHINESE DRAGON OUTREACH PROJECT

Talking to Audiences

NAM remains audience-focused in its aspirations and therefore it is of major importance to all of us that we consult and work alongside our audiences in developing this project.

Over the last 12 months we have consulted a range of audiences, from family users to serving soldiers and veterans. Specific consultation activities have been undertaken with representatives from schools, our Society of Friends and the Regimental Museums network. All of their opinions have been taken into account by the project team.

In conjunction with the development of the RIBA Stage C plans, NAM

undertook a series of ‘drop-in’ sessions for the local community, to engage them with the aims of the project and discuss ways in which the works may impact on the community in which the Museum is based.

Further consultation activities are planned for Summer 2013 in conjunction with the RIBA Stage D plans. The feedback received feeds directly into the project development sessions and is instrumental in the direction they take.

Beyond Chelsea

The *Building for the Future* project is not just about the development of the Chelsea site. This project also

‘I found the class very therapeutic and relaxing. It meant a lot to me and others to have a creative outlet.’

PARTICIPANT FROM THE SOLDIERS’ ART OUTREACH PROJECT

represents an opportunity for the NAM to make a change in the way it delivers services to audiences. The project encompasses a range of outreach and learning activities which take place outside Chelsea in locations across the country, working in partnership with new groups and communities and reaching 250,000 people over the course of two years.

One successful partnership has been with the Anglo-Sikh Heritage Trail. NAM objects were given to the group to discuss and interpret as part of our *War and Sikhs* project. The cultural knowledge the Sikh community has brought to the project has given NAM curatorial staff fresh insights and a better understanding of the objects in the Collection.



The Old and the Bold project captures veterans' first hand accounts and shares them online

‘Wonderful project with the Royal Hospital and @NAM_London to preserve the memories of Chelsea Pensioners.’

TWITTER COMMENT

This understanding feeds directly into the interpretation of objects for the new galleries and the Online Collection.

Another successful project has been the development of a Soldiers' Art project, *Piece Makers*. Working with contemporary artist, Susan Stockwell, the NAM Access and Outreach Department is running sessions with soldiers undertaking rehabilitation programmes to create small artistic outputs which will then feed into a larger artistic commission. This will form a touring exhibition visiting Regimental Museums across the country from 2014, and will later appear within the new displays at Chelsea.

NAM is currently undertaking a rolling programme of oral history videos with the pensioners of the Royal Hospital Chelsea, capturing veterans' perspectives on key moments of historical significance and stories of their own experiences.

NAM has also been reaching out through a variety of external events. The team has attended the British Military Tournament, Who Do You Think You Are? LIVE and Sandhurst Heritage Day, amongst others, reaching 66,162 audiences offsite.

‘Had a great session at NAM - anyone else want to come to the next heritage handling event?’

A FACEBOOK COMMENT FROM A WAR AND SIKHS PROJECT PARTICIPANT

Commemorative Activities

2014 and 2015 mark major milestones for NAM with the national commemorations for the First World War centenary, from 2014 onwards, and the Battle of Waterloo bicentenary in 2015.

NAM has been working to develop a range of digital and physical exhibition projects to support these commemorative periods. Partnerships with organisations such as Ancestry.co.uk, Waterloo 200 and Culture 24 will ensure these projects are collaborative and far-reaching in their scope. Further details will be announced in the new financial year.





Visitor discussing the proposed new plans at a drop-in session

‘Very nice. Good to see new exhibits. Much more hands on and interactive. It would be nice to see more of the exhibits updated.’

VISITOR COMMENT

Making it a Reality

Building for the Future is an ambitious project and is therefore dependent on the generosity of donors and organisations that are helping us financially to realise our vision.

This year has therefore seen a major fundraising drive, with the NAM’s newly formed Development Department meeting with a range of funding bodies and individuals.

The support of the HLF is central to this campaign and we were hugely encouraged by the First Round pass. However, a further £11 million is required to make the project a reality and we pass on our huge thanks to all those who have come forward to support us already. This target remains central to our strategic approach in developing our Chelsea and outreach projects for 2014-15.

‘The Heritage Lottery Fund was extremely impressed with the National Army Museum’s plans, particularly a range of innovative ideas which would transform the visitor experience and widen the overall appeal of the site. Whilst this is just the beginning of the journey and there is much hard work to be done we are delighted with how the project is developing and look forward to liaising closely with the museum in the coming months.’

SUE BOWERS, HEAD OF HLF LONDON, MAY 2012



MAINTAINING OUR OFFER



Britain's Greatest Battles exhibition



Families enjoying the National Service display

An Engaging Programme

This year's public programme included the staging of two special exhibitions, *Jubilee: 60 Years of the Sovereign and Her Soldiers* and *Britain's Greatest Battles*. In addition to these, the NAM has been busily developing a new contemporary conflict exhibition, *Unseen Enemy*, running from July 2013, examining the use of Improvised Explosive Devices in Afghanistan and their impact on the troops who deal with them.

NAM has continued to deliver a successful public events programme. Our Celebrity Speakers programme featured 12 appearances over the course of

'Thank you! Hadn't been before. Went with someone hoping for Sandhurst. So impressed by the quality of Greatest Battles exhibition.'

TWITTER COMMENT

the year with a range of eminent authors and historians including William Dalrymple, Gary Sheffield and Dan Snow. Eighteen hundred tickets were sold for these events, whilst our popular free Lunchtime Lectures programme saw attendances increase by 12% with 4,300 visitors across the course of the year.

Family events continue to be a popular draw, especially over the

half-term periods. This year NAM participated in two nationwide programmes. *Museums at Night* saw the NAM open up to family groups on a Saturday evening, whilst the Collection Trust's *Hidden Treasures* programme encouraged audiences to book tours of the Collection stores and see some of the objects not on display within the main galleries.



An education group

Learning and Research

The learning and education offer remains at the heart of the Museum's mission. This year saw a marked increase in attendance, to over 23,000, the sixth annual rise in succession. In addition to the delivery of the Chelsea-based learning offer, the Education Department has been developing a range of pilot activities which offer new ways to provide learning support to formal learning audiences. These include the delivery of outreach programmes within schools and the development of learning programmes based around the Collection at the Museum's storage facility in Stevenage.

This year has seen a great deal of debate around the contents of the National Curriculum and the history syllabus. NAM's Education Department have actively monitored the debate and continue to evolve the programme to ensure it reflects the changes being outlined.

NAM continues to be a major resource for researchers and academics. This year NAM answered 3,767 written enquiries and a further 1,972 telephone enquiries. The Templer Study Centre continues to be a popular facility with more than 1,200 visitors over the course of the year.

'Absolutely fascinating! The education department were very good and the presentation and galleries were brilliant. THANKYOU!'

VISITOR COMMENT

Enhancing the Collection

This year saw the Museum acquire a number of fascinating new items for the Collection. Some, such as a group of 52 letters from 1782 between the Deputy Adjutant General and the Colonels of the Regiments of Foot (NAM. 2012-08-2-79 to -130), provide an interesting perspective on each regiment's claim to its local connection and help to contextualise the Museum's existing Collection.

Other items offer a more unusual insight into Army life, such as a remarkable London and North Eastern Railway (LNER) model train (NAM. 2013-01-15-1 to -6) made by Staff Sergeant Ernest John Trimmer, Royal Army Ordnance Corps, while a prisoner of war at Stalag 383, following his capture in Corinth, Greece, 26 April 1941.

One of the more personal items acquired this year was a child's dressing gown decorated with a patchwork of military badges (right). The item was donated by Anthony Mallaby and features a series of formation badges collected by Anthony's father, Major-General Aubertin Walter Sothorn Mallaby during the Second World War. It provides a touching insight into a child's perception of wartime Britain in the 1940s.

Commercial Developments

NAM remains committed to the commercial development of the Museum with its trading arm NAM Trading Limited (NAMTL) increasing its operating profit for financial year 2012-13 by over 300% on the previous financial year.

Key to this success is the income stream generated by our popular *Kids' Zone* offer both in terms of admission costs for leisure visitors and corporate hire opportunities through our popular birthday party package.



▲ ABOVE: Of particular importance to Anthony were the badges relating to his father's service in the Far East, such as the red fighting cock of the 23rd Indian Division and the red shield and white sword of the Fourteenth Army.

NAM. 2012-07-4

ABOUT US

NATIONAL ARMY MUSEUM COUNCIL 2012/13

General Sir Jack Deverell KCB OBE (Chairman)

Mrs Judith Anthony

Mr Keith Baldwin

Mr Mihir Bose

Mr Patrick Bradley

Brigadier Douglas Erskine Crum (from March 2013)

The Rt Hon The Lord Hamilton of Epsom (from May 2012)

Professor William Philpott

Major General Charles G C Vyvyan CB CBE MA MSc

Lieutenant General Sir Barney W B White-Spunner KCB CBE (from July 2012)

Mrs Deborah Younger

Find out more

Further information about the
NAM - including the Annual Accounts and
Strategic Plan - can be found online
at www.nam.ac.uk

Performance Indicators 2012-13

| | |
|----------------------------|-----------|
| Visitor numbers (Chelsea) | 254,108 |
| Website visits | 773,207 |
| Website page views | 2,483,855 |
| Enquiries | 5,739 |
| Templer Study Centre users | 1,203 |

Financial Information

Income

| | |
|--------------------------------------|------------|
| GIA (MOD) | £6,275,874 |
| Purchase Grant | £117,000 |
| Other income | £922,839 |
| Total income | £7,315,713 |
| Expenditure (including depreciation) | £7,217,936 |

Donors

The National Army Museum is grateful for the support given by the following donors:

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Heritage Lottery Fund
Ministry of Defence



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