

NATIONAL ARMY MUSEUM

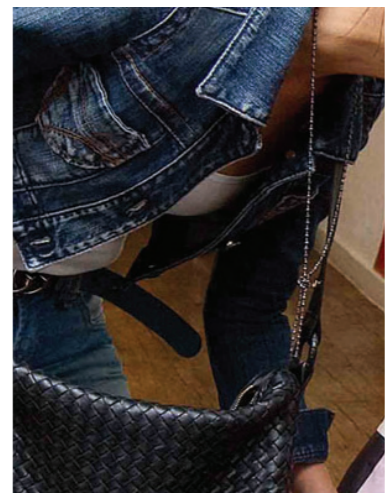
Annual Review 2011-12



NATIONAL
ARMY
MUSEUM

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▲ ABOVE: Some of our younger visitors learning about Army food in our Army Introduction display.

COVER: HRH Princess Elizabeth learning how to change a wheel, 1945
NAM. 1994-07-291-68

Featured in the exhibition *Jubilee: 60 Years of the Sovereign and Her Soldiers*.

CHAIR'S STATEMENT



A view of the proposed new visitor entrance for the Museum.

Since the National Army Museum opened its doors in Chelsea in 1971 it has welcomed over 3.6 million visitors. Established by Royal Charter in 1960 to collect, preserve and exhibit objects and records relating the Regular and Auxiliary forces of the British Army and of the Commonwealth and to encourage research into their history and traditions, the Museum continues to find new ways to engage ever broader audiences with the subject. I am therefore delighted to report that 2011/12 has been the Museum's most successful year yet.

As you read this review you will find examples of a broad range of successful endeavours over the reporting period that have resulted in record-breaking visitor figures, increased web visits and an upsurge in education engagements. Alongside a lively events programme, innovative partnership working and industry awards nominations, I am proud to say our profile has never been higher and we have never been more popular.

However, this year has been about more than short-term success. Behind the scenes the Museum team has been working on the strategic development of its long-term future. A £22 million project will radically transform the NAM's on-site, off-site and online facilities through a programme

of redevelopment and outreach activities that will greatly enhance the experience of our audience. Central to these plans is an increase in ventures undertaken in partnership with the network of regimental museums.

At the start of the 2012/13 FY we were delighted to learn that we had received initial support for our £11 million Heritage Lottery Fund (HLF) bid, including £350,000 of development funding. This represents a very substantial vote of confidence in our vision for the future and the plans that underpin it.

However, this is but the beginning. Our plans are ambitious and can be realised only with the support of a wide network of individuals and organizations which, directly or indirectly, are willing and able to help us gather the additional £11 million required to bring this hugely exciting project to life. Will you be one of them?

We are deeply committed to the development of the NAM as a museum that places its audience at the heart of its activities. Our Development Project will create an engaging and interactive learning environment which will enable us to continue to preserve the British Army's cultural and historical heritage and illustrate its past and present impact on world events.



NAM 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.

NAM 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.

NAM Core Values

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

General Sir Jack Devereil KCB OBE

INTRODUCTION

Welcome to our Annual Review for 2011-12. We have so much exciting news to share with you. This year the NAM enjoyed its most successful year to date, welcoming over 270,000 visitors through its doors with a packed programme of acclaimed exhibitions, innovative events and digital projects.

The opening of two hugely popular temporary exhibitions, the explosive *Draw Your Weapons: The Art of Commando Comics* (September 2011 – April 2012) followed by our special exhibition *War Horse: Fact & Fiction* (October 2011 – March 2013), alongside the re-launch of our hugely popular *Kids' Zone* space (July 2011), provided new and exciting content for all the family. Programmed alongside these were talks by world-renowned experts such as Peter Snow, Max Hastings and Saul David, as well as a series of in-depth discussion events covering a broad range of topics from the British Army's campaign in Malaya to the Anglo-Zulu War.

We also welcomed more users than ever across all areas of activity, with an increase in usage from our online, education and *Templer Study Centre* audiences.

Alongside a busy and popular public programme, behind the scenes our curatorial teams have

‘Record visitor figures, innovative partnerships and laying the foundations for an exciting new future; 2011-12 has marked a step change in the way we operate. We are now reaching more audiences in more ways than ever before’

NAM DIRECTOR, JANICE MURRAY

been focused on the rehousing of 90% of our Study Collection in state-of-the-art new facilities. The improved recording and storage of the Collection means it is now more accessible than ever before.

However busy we may have been, our long-term aims and objectives were never far from our mind, as we readied our application for a £11 million grant from the Heritage Lottery Fund (HLF), to help us progress our ambitious £22 million *Building for the Future* project.

Upon entering the new financial year we were thrilled to discover that the application had been successful, with a grant of £350,000 development funds set aside to allow us to progress the bid to the next stage.

As we move into 2012-13 the Museum has realigned the way it works to enable us to be fully focused on the development of our long-term ambitions. We have created new teams to concentrate on a range of exciting new outreach activities, reaching ever more diverse audiences, and are moving forward with plans for commemorations surrounding the First World War centenary and the 200th anniversary of the Battle of Waterloo.

All teams, from Fundraising to Collections, Commercial to Education, are focused on developing our plans for the NAM of the future. So watch this space!



A wire horse sculpture created specifically for War Horse: Fact & Fiction by artist Laura Antebi.

{ 37% MORE ONLINE USERS
AND AN INCREASE IN VISITOR
FOOTFALL OF 11% }

A YEAR OF ACHIEVEMENT

Forging New Partnerships

The Museum could not have achieved so much over the past year without developing some great partnerships.

In developing the *War Horse: Fact & Fiction* exhibition the Museum is proud to have worked with Michael Morpurgo, the *National Theatre* and *Disney* and we were delighted when HRH The Duchess of Cornwall was able to open the exhibition.

programme of activity across all areas of the Museum's work.

In addition to these partners, we also developed relationships with key animal charities including the *Brooke*, *RSPCA* and *Blue Cross* as well as publishers, artists, illustrators, key creatives from the film and theatre production and serving army personnel. Each brought their own contribution in terms of objects, digital assets

and reciprocal PR and marketing support.

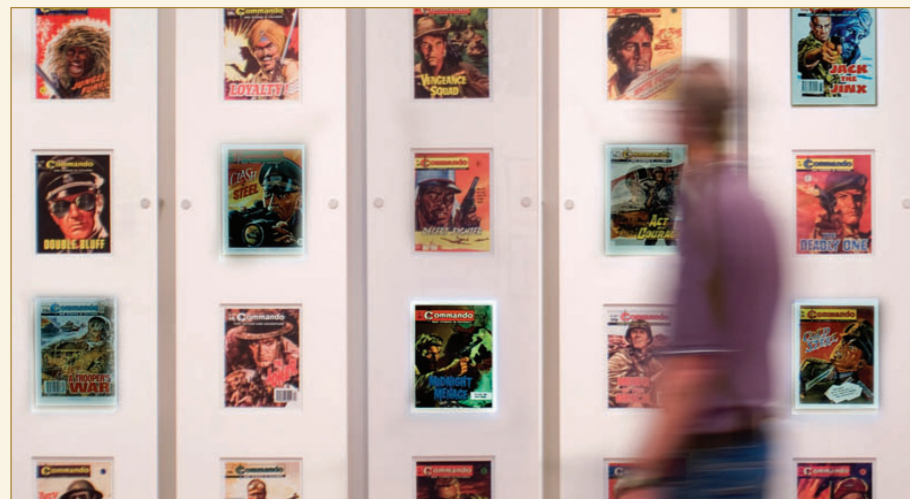
On the release of the film we negotiated a partnership with *Ancestry.co.uk* who were supporting the film to develop a range of activities including competitions, events and online content that has developed into a longer standing project, which the Museum will be developing over the coming months and years.

This partnership working came not just in the form of loans to the exhibition but also through educational and marketing partnerships. Michael Morpurgo acted as an ambassador and media spokesperson for the project whilst the *National Theatre* and *Disney* both helped us to develop informal and formal educational activity, creating an exciting and diverse

‘Loved the exhibition on Commando comics - brilliant artwork and took me back to when I read them as a child in the 70s’

FROM VISITOR COMMENT CARD

Leading publisher DC Thomson was integral to the development of *Draw Your Weapons: The Art of Commando Comics* allowing us to display original items from their vast archive and providing us with invaluable creative input. This dynamic and graphic exhibition explored the role of the British Army Commando units and we undertook interviews with World War Two veterans to give a picture of real life experiences.



▲ A selection of the cover work on display in our *Draw Your Weapons: The Art of Commando Comics* exhibition.



HRH The Duchess of Cornwall meets Author Michael Morpurgo and National Theatre representatives Robin Hawkes and Chloe Elwood, on the opening night of *War Horse: Fact & Fiction*.

Regimental Relationships

This year has seen closer working relationships with our regimental colleagues and the Army Museums Ogilby Trust (AMOT) develop. As well as the delivery of our biannual Regimental Curators Course, we have piloted a successful programme of specialist courses in photographic identification. This is something we will be looking to build upon and expand.

In October the Museum launched its *Famous Units* digital project. This section of the NAM website introduces some of the most famous units in British Army history, providing fascinating facts and links to the regimental museums own websites, encouraging NAM visitors to find out more about this rich resource of Army history.

‘Working together, we can offer visitors greater access to collections and resources, providing them with an even better visitor experience that will engage and harness their growing interest in military history.’

REGIMENTAL MUSEUMS LIAISON OFFICER, JULIAN FARRANCE

As the year drew to an end we were pleased to announce the appointment of Julian Farrance to the role of full-time Regimental Museums Liaison Officer. This is a new post, established by the Museum to provide dedicated support and greater collaboration

between the Museum, the country's 136 Regimental Museums, the Ministry of Defence and the Army Museums Ogilby Trust (AMOT). It should bring an exciting range of partnership opportunities over the coming years.

A YEAR OF ACHIEVEMENT

Community Input

Despite being a National Museum with a National Collection, the National Army Museum has developed a strong relationship with its local community. We have continued to evolve this over the last year, working with the local borough council and government representatives.

In July 2011 we re-launched our popular *Kids' Zone* space. A hugely popular facility with residents throughout the Royal Borough of Kensington and Chelsea, we wanted to ensure that the affection and enthusiasm they held for the previous space was transferred into the new offer.

By setting up feedback processes and regular communications we were able to re-launch the new space with great success. Despite the introduction of a small admission fee we have seen no



▲ Our redeveloped Kids' Zone continues to attract a loyal audience.

drop-off in usage of the space and have received rave reviews from existing and new users.

The new zone, for 0-8 year olds, is based on the theme of the Army on the move and explores the various aspects of Army life, from camping to clothing. At the heart of the space are the six key principles of the Early Years Foundation Stages ensuring that children are learning whilst having fun. Objects from the Museum's Collection are displayed

alongside interactive models for children to touch and explore.

The small admission fee now charged, enables the Museum to recoup the running costs of the facility helping to build towards a more sustainable and financially independent future.

This year our team of 59 Museum staff were joined by 36 volunteers. When we launched our volunteer pilot programme in Spring 2011 we were flooded by offers to assist us in a range of collections management work at both the Chelsea and Sandhurst sites. The success of this scheme saw it rolled out to assist our education and commercial service teams.

The invaluable support from this group of volunteers has provided the Museum with the additional assistance required in delivering an

ambitious programme of activity. Their hands-on experience of the work of the Museum's team has also served as valuable professional skills development.

National and International Acclaim

With such a huge range of projects and programmes the Museum's national and international profile continues to go from strength to strength.

The Museum attracted widespread national and international press

coverage for its on line poll to identify *Britain's Greatest Foe*. Throughout history Britain has faced many formidable enemy commanders. Five were shortlisted and the poll culminated in a series of targeted talks by leading authors and journalists. The final selection demonstrated the global nature of the British Army's deployments throughout the centuries. George Washington was voted the overall winner, beating off competition from Michael Collins, Napoleon Bonaparte, Erwin Rommel and Mustafa Kemal Atatürk.



▲ General George Washington, 1776. NAM.1994-II-46

'I feel privileged to have been given the opportunity to handle the various objects... volunteering at the Museum has been a great experience...'

FROM VOLUNTEER ON COMPLETION OF THEIR PLACEMENT



▲ A member of the Museum's Collection team moving items from the Collection into new storage facilities.

The Museum continued to undertake loans of its work to other institutions. In Spring 2012 a tour of the works from 2010's *Indian Armies: Indian Art* exhibition began, as they were included in the *Princes and Painters in Mughal Delhi, 1707-1857* exhibition in New York.

Recognition within the industry was demonstrated through key industry award nominations. A longlisting in the *Kids in Museums Telegraph Family Friendly Awards* was swiftly followed by a shortlisting for *War Horse: Fact & Fiction* in

the category for best temporary or touring exhibition at the *Museum and Heritage Awards*. In addition to these our Education team was awarded the *Learning Outside the Classroom (LOtC) Quality Badge Certificate*. This is the nationally recognised indicator of good quality educational provision and recognises the high level of service the NAM's education team offers to school groups.

'...in Chelsea to visit the National Army Museum (@NAM_London) to learn more of their future plans. A great museum, v good for kids too'

TWEET BY MP FOR CHELSEA AND FULHAM GREG HANDS



Conservation of the Museum's Collection remained an important element of NAM's work this year, here an oil painting is prepared for the Public Catalogue Foundation digitisation project.

Caring for a World-Class Collection

This year saw the major relocation of the Museum's Study Collection. Previously stored in the Royal Military Academy Sandhurst, the curatorial teams, accompanied by a group of local volunteers, packed and moved over 30,000 items to our state of the art facility in Stevenage.

The introduction of the new barcoding system has enabled us to efficiently label and locate items to specific locations within the new facility. This process will now be rolled out within stores on the Chelsea site.

The Museum continued to develop its world class Collection through the acquisition of a number of key items. One of these was a medical kit which belonged to Major John Grice of the Royal Army Medical Corps who used it to aid survivors

of the Bergen-Belsen concentration camp. Donated by Major Grice's family, the bag and its contents were featured on the Museum's website in commemoration of Holocaust Memorial Day. Images of the bag and its contents were presented alongside an interview with Surgeon Lieutenant Colonel Jedge H Lewin of the Blues and Royals, in which he compares this 60-year-old

equipment with the equipment used today in Afghanistan.

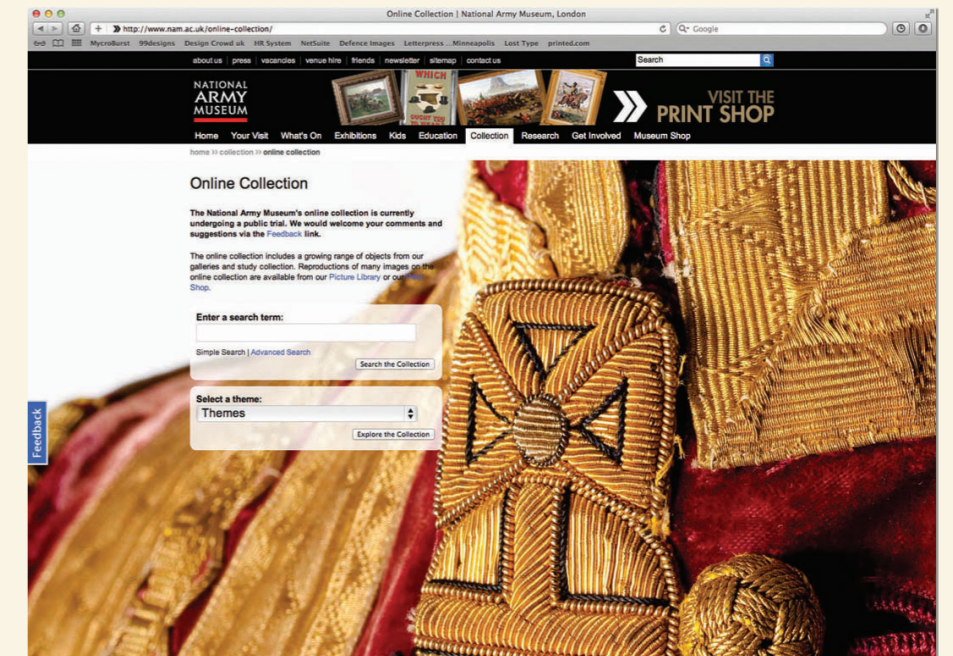
The Museum remains committed to developing its contemporary collection and this year acquired an explosive painting by acclaimed war artist Jules George. *Between 9 and 12:15, 20th February 2010 (C Squadron Household Cavalry Mounted Regiment, Fire Support*



▲ Medical kit belonging to Major John Grice, Royal Army Medical Corps, c1944
NAM. 2011-II-22

Group) vividly depicts the artist's first-hand experiences of British troops under fire in Afghanistan. (See back cover)

Other key acquisitions included a touching bracelet made in memory of Corporal David Barnsdale who was killed by an improvised explosive device in October 2010; a tunic worn by Lieutenant Campbell Clark of the 2nd Bengal European Fusiliers, showing bullet holes from when he was shot during the Indian Mutiny at Cawnpore in 1857; and photographs relating to Major William Edmond Logan Stewart who served throughout the Boer War with the 1st Mounted Infantry.



▲ The launch of the NAM Online Collection facility makes the NAM Collection more accessible than ever

'I love the availability of the images and the attention to detail given to description. Really brings the collection alive for me.'

FROM VISITOR ONLINE SURVEY RELATING TO THE ONLINE COLLECTION

To increase access to the Museum's Collection, this year also saw the launch of the trial Online Collection with over 2,000 artefacts now accessible via the website. This service will expand in the coming year after further audience testing. In addition, the Museum has been working with the Public Catalogue Foundation (PCF) to make its entire collection of oil paintings available to the public through their website.



▲ Bracelet in memory of Corporal David Barnsdale 61 Field Sqn, 33 Engineer Regiment, Explosive Ordnance Disposal, 2010 ©

NAM. 2012-01-6

BUILDING ON SUCCESS



A school group meeting a Korean War Veteran during a trip to the Museum.

Engaging new audiences

This year saw our audiences grow by 11% to 270,812, building on the 8% increase seen the previous year. This is in excess of industry average, with the Association of Leading Visitor Attractions (ALVA) reporting a 4.4% growth amongst the free-entry or partially free-entry top 30 attractions in the UK.

This year also saw the delivery of the Museum's Audience Development plan. This major document provides an outline of the long-term audience goals for the organisation setting out potential areas for market growth and setting us the ambitious target of achieving 325,000 Chelsea visitors by 2016.

Visitor numbers continued to grow year on year ahead of industry average

YEAR	NUMBER	YEAR ON YEAR DIFFERENCE
2008/09	215,721	+ 7%
2009/10	229,029	+ 6%
2010/11	246,646	+8%
2011/12	270,812	+11%

Popularity of our education programme over the last three years

	2009/10	2010/11	2011/12
EARLY YEARS	18	88	123
PRIMARY	6919	6309	6475
SECONDARY	7561	7629	10603
SIXTH FORM	2372	2157	1322
SERVICES	2372	2157	3334
GROUPS (YOUTH)	74	652	23
GROUPS (ADULT)	785	881	1174
TOTAL	17904	19148	22908

'Four family members aged 11-58 and all were enthralled'

FROM VISITOR COMMENT CARD

Learning Audiences

Our Education team has continued to excel in the delivery of over 600 educational sessions, an increase of 7% in line with the previous year's 7% increase. Delivering over 22,000 separate learning engagements, the team saw a particular increase in uptake from the Secondary School market, teaching over 200 sessions and delivering over 10,000 engagements, an increase of 40%.

Our commitment to offering learning services to the Armed Forces themselves was demonstrated in an increase of learning engagements by 55% as groups continue to access the Education team expertise in delivering historical context ahead of deployment.



▲ An Army group taking part in an object handling session.

BUILDING ON SUCCESS

Engaging Events

Alongside our formal learning programme we have continued to deliver an exciting range of informal learning activities and public events.

Our free family events remained popular, with October half-term being the busiest in the Museum's history with nearly 11,000 visitors on that week alone. Our Lunchtime Lecture programmes remained well attended as we welcomed 46 speakers to participate. This year we were also able to open up the programme to worldwide audiences as we successfully podcasted six of the lectures recording 3,500 hits on the Museum website. This venture was supported by a generous donation from a member of the public.

In addition to our free programme of events, we delivered an active programme of Celebrity Speakers and Targeted Talks. This popular speaking and discussion programme included notable speakers such as Andy McNab, Max Hastings and Saul David.

‘Audience Development must be rooted in a philosophical commitment to audiences. The NAM exhibits many of the characteristics of a genuinely audience-focused museum, taking a holistic approach and seeing audience development as being the responsibility of the whole organisation.’

FROM NAM AUDIENCE DEVELOPMENT REPORT



▲ Our speaker events remained hugely popular with six lunchtime lectures now offered as downloadable podcasts.

Commercial Success

This year the Museum appointed its first Commercial Development Manager. With a clear focus on increasing commercial sustainability the Museum has restructured its commercial operations to deliver in four key areas: Retail, Catering, Picture Library and Events. These streams have been joined by the introduction of an admission charge for the Kids' Zone.

2011-12 saw the launch of a new café offer within the Museum through the 'Base Café'. This marked the start of a prosperous relationship between NAM and Creativevents with a focus on good-quality, sustainable products delivered in a friendly and relaxed environment.

The Picture Library increased its saleable items by 5,836 images, audio and film taking the overall total to 125,535 items for sale or reproduction. In addition to this, public events continued to perform well with 2,079 attendees across the year and *War Horse: Fact & Fiction* and *Draw Your Weapons: The Art of Commando Comics* saw the Retail team deliver a range of new merchandise to complement these exhibitions.



▲ Visitors browsing through the Museum's book shop.

‘Thank you so much for building such an unbelievably great place for children. It is a true sanctuary! They love it beyond anything. A big huge thank you for thinking of the little ones in such a creative and fun way. There should be a lot more kids zone's across London!’

FROM VISITOR COMMENT CARD

BUILDING FOR THE FUTURE



Artist's visual illustrating the scale of the new Atrium space.

A Blueprint for the Future

2011 saw the delivery of the Museum's Masterplan. Created by Event Communications in conjunction with the Museum team, it was informed by the extensive audience research programme we had undertaken. The Masterplan outlined the radical transformation of the Museum's Chelsea site with the aim of improving access for our growing audiences and broadening participation.

This plan formed the foundation of our Heritage Lottery Fund (HLF) application, including an extensive overhaul of the Museum's displays and galleries, the creation of better storage and improved access to the Chelsea-based Collections

and providing us with dedicated education facilities for the first time in the Museum's history!

The £22 million project, also looks beyond the Chelsea site and includes the development of an extensive programme of outreach activities across the country working alongside our Regimental Museum partners. Digital projects, touring exhibitions and volunteering and training opportunities are just some of the ways in which the Museum will reach out to audiences.

Working alongside the pre-existing national network of Regimental Museums up and down the country, the Museum's Collection will be made available within local communities.

A major milestone

In Spring 2012 we learnt that we had been successful in our HLF phase one application and had been awarded a £350,000 development grant, with which we are able to continue the development of the project and apply for a full grant of £11 million in two years' time.

This marked a substantial contribution to the project, which will be built upon through a major programme of fundraising over the next 18 months.

'I am delighted that the National Army Museum has been awarded this Heritage Lottery Fund Stage One Grant. The National Army Museum is key to Army heritage policy of connecting the past to our present and our future. The Director and her team can be justifiably proud of this achievement.'

LIEUTENANT GENERAL SIR MARK MANS KCB CBE ADJUTANT GENERAL



Get involved

Building for the Future is the most ambitious project the National Army Museum has undertaken since its opening in 1971.

We were hugely encouraged to successfully achieve initial support from the Heritage Lottery Fund for the project and are now focused on raising the remaining £11 million required to make the project a reality.

To enable us to achieve this project, and to safeguard the 600-year-old story of the British Army, the Museum is looking for support in a variety of ways from developing partnerships with communities, charities and museums up and down the country to fundraising and ambassador campaigns.

We will also be offering a huge range of volunteering, training and outreach opportunities. Further information can be found on all of these projects by visiting our *Building for the Future* microsite,

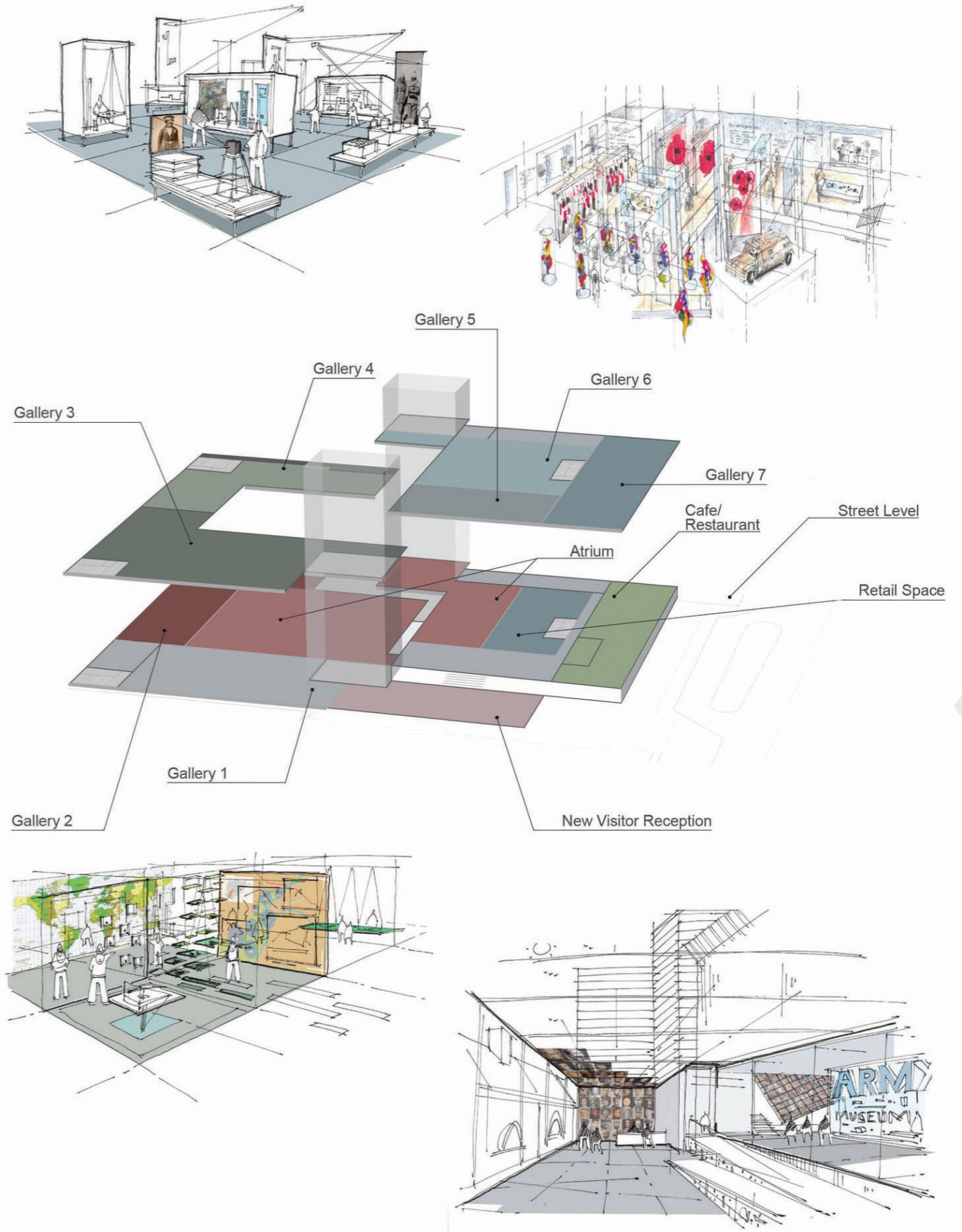
www.nam.ac.uk/future



▲ Museum Staff and Volunteers at the Royal Military Academy Sandhurst.

‘250,000 people across the country will be able to access the National Army Museum’s Collection through the outreach programme.’

TARGET FOR THE BUILDING FOR THE FUTURE PROJECT



Artist’s visual illustrating the proposed lay out of the new gallery spaces.

ABOUT US

NATIONAL ARMY MUSEUM COUNCIL 2011/12

General Sir Jack Deverell KCB OBE (Chairman)
Mrs Judith Anthony
Mr Keith Baldwin
Mr Mihir Bose
Mr Patrick Bradley
The Rt Hon Lord Freeman PC MA FCA CRAeS (until July 2011)
Mr Richard Nunneley MBE (until October 2011)
Professor William Philpott (appointed April 2011)
Major General Charles G C Vyvyan CB CBE MA MSc
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 2011-12

Visitor Numbers (Chelsea)270,812
Website visits.....471,374
Website page views.....1,836,790
Enquiries.....3,240
Templer Study Centre Users1,734

Financial Information

Income

GIA (MOD)..... £5,636,900
Purchase Grant £117,000
Other income £742,445
Total Income £6,496,345
Expenditure (Including depreciation)..... £6,821,834

Publications

» Robert Fleming, *The Australian Army in
World War I*, Osprey Publishing, (2012)

Museum staff wrote articles for:

- » Robert Fleming, *The Emperor's Samovars,
or Two Well-Urned Waterloo Trophies*,
SOFNAM Journal, (Spring 2012)
- » Kate Swann, *Who Do You think you
Are?* Magazine, (2012)

BACK COVER: A new Acquisition for the Collection

Between 9 and 12:15, 20th February 2010 (C Squadron Household Cavalry
Regiment, Fire Support Group)

By Jules (Julian) George, Ministry of Defence (MOD) war artist, 2010

NAM. 2011-08-36-1



NATIONAL
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