



NAVAL HERITAGE STRATEGY



“PRESERVING THE PAST...
PROMOTING THE FUTURE”



APRIL 2006

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Foreword by the Second Sea Lord Vice Admiral A J Johns, CBE, ADC

I am delighted to introduce the Naval Heritage Strategy. In 2004 the Naval Heritage Committee was established with a remit to ensure that Naval Heritage is deployed to its full potential in promoting the Naval Service and that the full range of our heritage assets is appropriately resourced, managed and employed in a coherent manner. A key part of the Committee's work has been the development of a Naval Heritage Strategy.

The Strategy is an important statement of the principles which will underpin our management of the Naval Heritage. It also sets out a number of key objectives designed to ensure that Naval Heritage promotes the Royal Navy and Royal Marines, is properly conserved, maintained and made widely accessible to the public.

The publication of the Strategy is an important milestone, but it is not an end in itself. Working with our partners and stakeholders, including the four naval service museums, we now face the challenging task of successfully implementing its key objectives. Amongst these is the creation of a National Museum of the Royal Navy to underpin a much improved profile for the museum element of naval heritage within the broader heritage sector and one which properly reflects the wealth and breadth of the naval collection.



Introduction

The Royal Navy has a long history, underpinned by a rich and varied heritage. Its scope is captured in a definition of heritage set out by the Secretary of State for Culture, Media and Sport who has said that 'heritage is a wide concept which embraces the historic environment both man-made and natural, landscapes and buried archaeology,museum and archive collections, artefacts and works of art and even our traditions, customs and languages¹.' But, we recognise that if the full potential of the Royal Navy's heritage, or Naval Heritage, is to be realised then this needs to be coherently defined and presented, and also be widely accessible.

OUR AIM

Working closely with the four Royal Naval museums and the other stakeholders we will seek to ensure that the Naval Heritage promotes the Royal Navy, and that the full range of RN heritage assets is appropriately resourced, managed and presented to the wider public, and that Naval Heritage assets are actively used to enhance the working and living environments of our people. The Naval Heritage Strategy sets out a framework for taking this work forward.

¹"Better Places to Live: Government, Identity and the value of the Historic and Built Environment" 23 March 2005



CONTEXT

A Vision for Naval Heritage

Our Naval Heritage is preserved and sustained for our own and future generations. It contributes to the Royal Navy's distinctive ethos, core values, reputation and image, and, more importantly, it is a focus for the general public, reminding the Nation of the importance of maritime to the United Kingdom and what the Royal Navy has provided, and will continue to provide, for the Nation's security.

Naval Heritage assets should therefore be collected and managed according to best practice in the museums' archives and galleries sector and given due

priority among the Royal Navy's other responsibilities. Naval Heritage infrastructure should be managed in accordance with the government's Sustainable Development protocols on the Historic Estate. The general public, Naval personnel and veterans should be able to access Naval Heritage easily and be encouraged to do so.

Wider government policy

The National Museum Directors' Conference, in its report "Valuing Museums", stresses the priority accorded by the Government to the role of museums and culture in encouraging social inclusivity, education and change, and promoting regional economic benefit. "Thus the Government now wants to use its public subsidy of culture to encourage much more



than a traditional approach to curatorship and public admissions. Museums and galleries are expected to broaden their educational, outreach and civil society activities, particularly in the regions”

Role of the Naval Heritage Committee

The Naval Heritage Committee is chaired by the Second Sea Lord and brings together stakeholders from within and outside the Ministry of Defence who influence the management of Naval Heritage. The Committee is charged with advising the Navy Board on specific issues related to heritage matters and provides that body with an annual report. The Committee does not have an executive role either in the management of heritage assets or in

the management of funding. However, its advice will inform budget-holders’ decision-making. The Terms of Reference of the Naval Heritage Committee are at Annex A and a full list of Naval Heritage stakeholders is at Annex B. The proceedings of the Naval Heritage Committee will be made available publicly through the National Museum of the Royal Navy website when this is established.

Definition of heritage for the Royal Navy

At its meeting held on 22nd March 2005, the Naval Heritage Committee (NHC) agreed that the core Naval Heritage would be defined as the four Royal Naval museums and HMS VICTORY, together with the historic ships and aircraft already forming



part of museum collections (including the aircraft of the RN Historic Flight.) The Naval Heritage boundary also extends into the Naval Bases and Dockyards, Britannia Royal Naval College and other RN establishments.

The Naval Historical Branch (NHB) as part of the Naval Staff lies outside this boundary because of its core policy and advisory roles within the MOD Head Office, but elements of its heritage collection and assets may from time to time be expressed within the Naval Heritage definition at the discretion of the Head of the Naval Historical Branch.

In order to understand fully the extent of the Naval Heritage, a stocktake of Naval Heritage assets, including estate-related, has been undertaken, effectively establishing the heritage boundary. A classification

system will be drawn up to enable heritage asset owners to "self-assess" for NHC approval the significance and nature of their heritage items and, thus, where their assets ought to rank across the full spectrum of naval heritage. It will include the heritage estate as well as other assets and, for heritage estate assets, will be in addition to any formal listing classification by English Heritage and Scottish Heritage. The system (the "Anchor Mark" system) will be developed by a NHC Working Group including museum directors and curators and other appropriate specialists to enable owners and the NHC to determine the level of intervention that might be required should issues arise. This work will be taken forward in consultation with heritage asset owners. An outline of the system is at Annex C.



The Royal Naval museums distinctively represent the character and ethos of the four Fighting Arms of the Royal Navy but, taken together, comprise our largest single repository of heritage material. Collectively, they also have the essential expertise to interpret and display it. The NHC at its meeting on 22nd March 2005 therefore agreed a strategic headmark for the Royal Naval museums to create a National Museum of the Royal Navy to provide a clear strategic focus and to enable synergies and efficiencies to be harnessed for the wider benefit and utility of Naval Heritage.

The Navy Board has endorsed this headmark as essential to an improved naval heritage profile within the wider national heritage sector and, importantly, one that properly reflects the wealth and breadth of the naval collection. Work to realise it, under-

pinned by the development of a strong brand identity founded on “Preserving the past ...promoting the Future”, will be taken forward in close consultation and partnership with the four Royal Naval museums.

INTENT

The Naval Heritage Strategy will:

- develop and maintain Royal Navy ethos, by means of the training and education of Service men and women;
- be a stimulus for recruitment into the Royal Navy and Royal Marines;
- encourage retention of serving personnel, by engendering greater understanding of their role throughout history;



- raise public awareness of the Royal Navy and the Royal Marines;
- create a climate of opinion in wider British society favourable to the Royal Navy and the defence interest;
- contribute to the advancement of knowledge, by encouraging scholarship and research into the history of the Royal Navy and Royal Marines;
- inform other Government Departments' priorities on issues such as culture, education, social inclusion, regeneration and community cohesion.

The Strategy recognises that the Royal Navy's heritage is an asset to the Service while acknowledging that ownership of it brings responsibilities, not just to members of the

Service but to the wider public, including future generations, Accordingly, the Strategy also acknowledges that wider public access to Royal Navy heritage assets outwith the collections of the Royal Naval museums and HMS Victory, but including estate, should be enabled wherever operational and security constraints do not prevent this.

To achieve these Objectives the Heritage Strategy includes a number of Key Activities to be undertaken in 2006-2010. These are shown in Annex D which also sets out the Critical Success Factors by which we will judge our achievement and the success of the Strategy.

March 2006



ANNEX A

TERMS OF REFERENCE OF THE NAVAL HERITAGE COMMITTEE

MEMBERSHIP

2nd Sea Lord/Commander in Chief Naval Home Command (Chairman)

Assistant Chief of the Naval Staff

Flag Officer Training and Recruiting

Deputy Director Naval Staff

Directorate General Media and Communication: Assistant Director, Defence Public Relations (Navy)

Dept. for Culture, Media and Sport senior representative

Deputy Director, Estate Strategy & Policy

2 Naval Service Museums representatives (One Chairman, one Director)

Director Royal Naval Estates Organisation (also representing Director Logistics Organisation)

ATTENDEES

Director General Service Personnel, Policy: Veterans Policy Unit representative

Head, Naval Historical Branch

Naval Service Museum reps (as required)

Defence Estates: Historic Estate Policy Adviser (as required by DE rep).

Defence Estates: Archaeologist (as required by DE rep).

Registrar, MOD Art Collection

Commanding Officer HMS VICTORY

External advisor(s)

Archivist expert (as required)

Others as the Committee may decide to invite

SECRETARY

Member of the Heritage Secretariat

PURPOSE & ACCOUNTABILITY

Under the direction of the First Sea Lord on behalf of the Admiralty Board, the Committee is to ensure that Naval Heritage is deployed to its full potential in promoting the Royal Navy, and that the full range of Service heritage assets are appropriately resourced, managed and employed in a coherent manner. In particular, the Committee will ensure that the legacy of historic buildings, artefacts and archaeological features are managed to the highest standards that the Royal Navy can achieve: it will take account of, and build on, Government-wide good practice. The Committee will also take account of the heritage policies of the other Services, and of wider MOD and governmental policy considerations. As an advisory body, the Committee does not have an executive role, either in the management of heritage assets or in the allocation of funding.

On behalf of the Committee, the Chairman will provide advice and input to the Navy

Board on specific issues relating to heritage matters. The Chairman will provide an annual report on the Committee's activities to the Navy Board.

TASKS

The Committee is to:

- articulate what the Royal Navy requires from its heritage legacy;
- provide a cohesive and authoritative strategic oversight of the Navy's heritage assets, encouraging "joined up thinking" and mutual support amongst stakeholders;
- in consultation with their Boards of Trustees, produce a strategy for the Naval Service museums that includes clear deliverables linked to appropriate resources, ensuring that the museums' activities are consistent with corporate aims;
- promote the four museums (and HMS VICTORY) in a unified way to present a coherent view of the Navy externally and internally;
- promote greater interest in Naval Heritage at Navy Board level.

PERIODICITY

The Committee will meet twice a year, or more frequently if required.

REVIEW FREQUENCY

The Navy Board will review the role, requirement, composition and activities of the Committee every five years. The first review will take place in Quarter 1 2009.



ANNEX B

STAKEHOLDERS IN NAVAL HERITAGE

RN & MOD

Secretary of State/Ministers

Navy Board

Naval Heritage Committee members & Secretariat

DNR

DGMC

Defence Estates

HMS VICTORY

MOD Art Collection

Army & RAF heritage and ethos committees

Servicemen and women

MOD Civilian Staff (including those working within commercial organisations)

MOD-sponsored NDPBs

Royal Naval Museum

Royal Marines Museum

Royal Navy Submarine Museum

Fleet Air Arm Museum

Other Government departments/Bodies

DCMS
MCA Receiver of Wreck
English Heritage
CADW
Historic Scotland
DOE NI Environment & Heritage Service
Local Authorities
The Museums, Libraries & Archives Council
National Maritime Museum
Imperial War Museum
Science Museum
Other national & local authority museums

NGOs

Local Interest Groups e.g. Museums Friends, Palmerston Fort Society
Institute of Field Archaeology
Council for British Archaeology

General Public

Service Veterans
Individuals with personal interest
Schools, Colleges and Academe
Industrial Partners
Local Communities



NAVAL HERITAGE ASSET CLASSIFICATION: THE “ANCHOR MARK” SYSTEM

To obtain the highest marking asset owners must be able to demonstrate - and justify to the Naval Heritage Committee as appropriate - that their asset(s) are of pre-eminent quality and significance.

An outline of the considerations used in making assessment is given below. Not every criterion will be applicable to every heritage asset. It is appreciated that the relative weightings assigned to heritage items may wax and wane over time. Some of the assessment may appear difficult for non-heritage professionals to make but where necessary advice can be sought from the heritage sector. MOD sources of

professional advice in the principal service museums, Naval Historical Branch and the MOD Art Collection, should represent first ports of call though local sources will often be available.

Key questions

- Does the heritage asset have a close association with a nationally significant event in naval history? (e.g. Battle of Trafalgar)
- Does the heritage asset have special artistic, art-historical, scientific or technological significance?

- Does the heritage asset have a close association with a particular historic setting?

Supplementary questions

- Is the heritage asset rare or unique?
- Is the heritage asset in good condition and, if not, is it capable of being conserved/restored?
- Has the heritage asset been accorded a special status by an official organisation? (e.g. Listed Building; Scheduled Ancient Monument; NHSC Core Collection Ship)



THE NAVAL HERITAGE STRATEGY 2006-2010 HOW WE WILL JUDGE SUCCESS

We will	Our Critical Success Factors will be
<p>A. Develop in 2006 the concept of the National Museum of the Royal Navy (NMRN) embracing and reinforcing the separate identities of the 4 RN museums.</p>	<p>That by January 2007 national recognition of the concept is achieved through the creation of an Internet portal website promoting the NMRN as the link to the home sites of the 4 constituent Royal Naval museums and HMS Victory;</p> <p>That a NMRN logo is used on official correspondence and publications by the RN museums alongside their own logos.</p>
<p>B. Establish by 2010 the NMRN as a corporate entity.</p>	<p>That by October 2010 the optimum business and governance model for the NMRN has been legally established embracing the four constituent Royal Naval museums each of which will retain their individual identity representing one of the RN arms or services.</p>

We will	Our Critical Success Factors will be
C. Encourage and improve access to the Royal Naval museums and other Naval Heritage assets, including estate, by schools and educational groups.	That by September 2006, in consultation with the MOD Schools' Adviser and Schools Presentation teams, Naval Heritage educational activities are included in museum plans and school curricula in support of National Curriculum aims.
D. Establish Naval Heritage as an integral part of RN/RM Recruiting Strategies and through-life in-Service training and education programmes.	That by September 2006 plans are in place by DNR and the Royal Naval museums for a more directed heritage education for RN/RM recruits and serving personnel aimed at improving their understanding and encouraging commitment to the Naval Service.
E. Achieve a measurable improvement in stakeholders' perception of and access to Naval Heritage assets including through websites.	That the NHC is able to report Annually to the Navy Board a continuous improvement in access to Naval Heritage and in the reputation of the RN museums and the services they offer to stakeholders and the general public as measured by continuous attitude surveys.
F. Ensure that appropriate priority is accorded to the Naval Service-related element of the historic environment on the MOD Estate.	That decisions on the future of the Naval Estate take full account of heritage priorities, that residual heritage assets are pro-actively managed, and that management of the Naval Estate historic environment remains consistent with the current Defence Estates Strategy.
G. Contribute wherever appropriate to wider Government policy ¹ in respect of the use of Naval Heritage assets to foster social inclusion.	That wider public access to Naval Heritage and its exploitation always supports improved social outcomes as measured by Government and Local Authorities.

¹The policy paper "Centres for Social change: Museums, Galleries and Archives for All. Department of Culture, Media and Sport, May 2000" quotes the Cabinet Office definition of social exclusion as 'a shorthand term for what can happen when people or areas suffer from a combination of linked problems such as employment, poor skills, low incomes, poor housing, high crime environments, bad health, poverty and family breakdown'. The Government's aim in tackling social exclusion is to achieve improved outcomes, particularly in terms of better educational achievement, increased employment prospects, improved health and reduced crime.

