

SeaMore: Sharing the Newest National Collection

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Executive Summary

SeaMore is a project rooted in the epic story of the Royal Navy, a story of People, Purpose, Power and Progress; a story of muddle and failure as well as triumph and achievement.

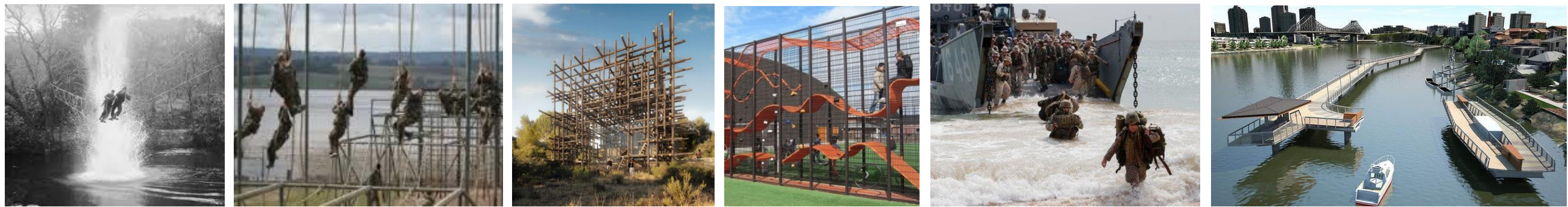
The project unites the tangible heritage of a national collection with the experience of the intangible ethos of the Royal Marines; it unites the NMRN's collections which are dispersed and at risk at: the Fleet Air Arm Museum, the Royal Marines Museum, the Royal Navy Submarine Museum, 'Explosion!' and the former Royal Naval Museum, to create the newest national collection. It secures desperately-lacking public access and brings collections and people together for the first time: in Museum: in Centre for Discovery: in virtual spaces.

SeaMore compliments the existing offer in Portsmouth Historic Dockyard (PHD) and is a key stepping stone in the strategic masterplan for the site, leading it towards financial sustainability. The project delivers a £3m, sustainable, annual, economic impact and will attract 7-8% more visitors to PHD; we anticipate some 200,000 visitors to the new Royal Marines Museum and 120,000 to the Centre of Discovery.

The impacts are beyond the economic; social impacts will build on the success of the NMRN's existing programmes for the HMS galleries, HMS M.33 and HMS Caroline. Audience insight, satisfying and exceeding their needs from engagement with our heritage is at the heart of the development of the SeaMore project. The project removes physical, emotional and academic barriers to access.

Cutting edge design, technology and operational approaches underpin the transformational nature of the SeaMore project as we create experiences, both physical and emotional, around discovering, exploring, researching, working, preserving, creating and sharing. Active engagement is at the heart of our plans for the Royal Marines Museum.

The development phase will cost £548,726 and the delivery phase £17,021,237. We are asking for a 79% grant. The matching funding requirement is £3.7m and we have already secured £2.1m cash. These figures include a prudent approach to contingency, 5% for building costs and 7.5% for inflation over the life of the project. The disposal of the buildings that currently house the Royal Marines Museum is excluded from our match funding and held as an additional contingency worth £1-£1.5m.



1.0 Our Project

1.1 Introduction

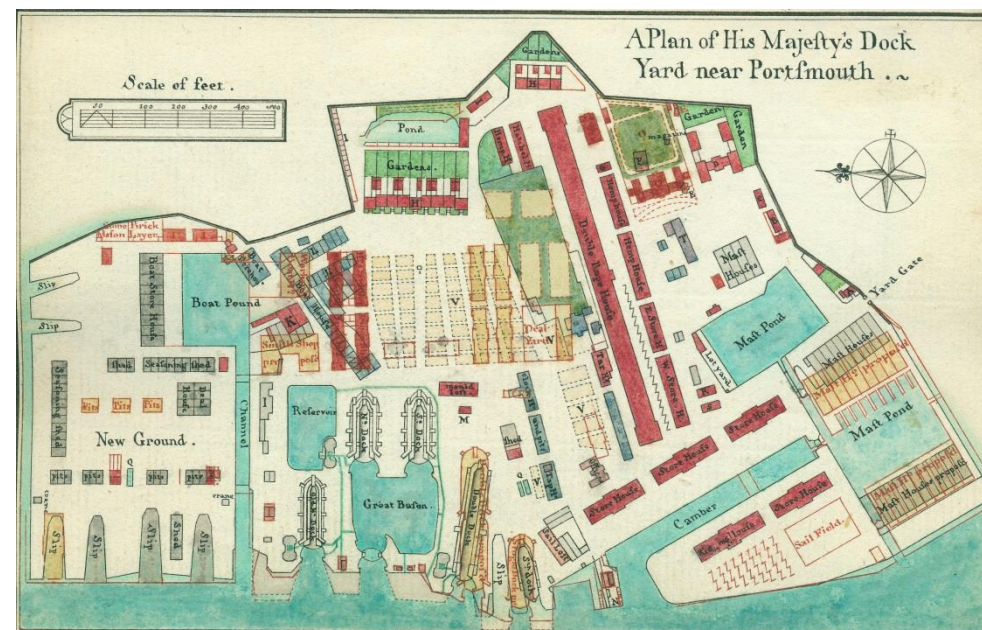
The following pages outline the progress and planning which have shaped the project, and which make it the most urgent priority for the National Museum of the Royal Navy. They outline how central the project is to the strategic development of Portsmouth Historic Dockyard and how it will help both the Museum and the Dockyard flourish.

At the heart of SeaMore are collections and people. Therefore, at the heart of this document is a description of the national significance of the heritage – tangible and *intangible* – which our collections express. At the heart also are the voices of our audiences – with their views on how they want us to change, and what they wish to see and do. With this understanding of both collections and people we are able to outline the different elements of 'SeaMore'. We are able also to quantify the project's impact; the economic impact of the project on the region; the social impact in learning, inspiration and discovery that result when people and collections are brought together.

SeaMore is a single project because of the single story and national collection which is at its centre; a single project which unites and shares with our audiences the tangible and intangible heritage of the Royal Navy and Royal Marines; a single project also because of the integrated activity programme which runs through it.

However, it is also a single project for deeply practical reasons. The Royal Marines Museum is financially unsustainable, putting the future of its significant collection of over 1,000,000 collection items at risk. It must either close or move, and in either case the future of the collection must be secured. Achieving and integrating both through the SeaMore project, not only transforms access, it offers value for money. It is clear that the cost of developing new Museum and separate collections store in different phases is an additional £3,000,000.

This document can only summarise the Museum's development work to create the project. This outline is therefore supported by key documents which describe our planning and proposals in more detail.



1.2 Our Story

Ours is the epic story of the Royal Navy, its impact on Britain and the world, from its origins in 625 A.D. to the present day. We will tell this emotionally-coloured and nuanced story, one of triumph and achievement as well as failure and muddle, through four key themes:

People

We tell the story of the Royal Navy's people. We examine the qualities that distinguish people serving at sea: courage, loyalty and sacrifice but also incidents of ignorance, cruelty and cowardice. We trace the changes from the amateur 'soldiers at sea', through the professionalization of officers and then ships' companies, onto the 'citizen sailors' who fought the World Wars and finally to today's small, elite force of men and women. We highlight the change as people are rewarded in war with personal profit and prize money but then dispensed with in peace, to the different kind of recognition given to salaried public servants. Increasingly the people's story becomes one of highly trained specialists, often serving in branches with strong corporate identities: the Royal Marines, the Submarine Service and the Fleet Air Arm. We will examine these identities and the Royal Navy's unique camaraderie, characterised by simultaneous loyalties to ship, trade, branch, service and comrades.

Purpose

We tell the story of the Royal Navy's roles in the past, and explain its purpose today. Using examples of what the service did and continues to do, we show how for centuries it was the pre-eminent agent of first the Crown and then of state policy throughout the world. This purpose has included life-or-death struggles against implacable foes like the defeat of the Spanish Armada, to great set-piece sea battles like Trafalgar, or huge, multi-faceted combined operations like D-Day. Sometimes the Royal Navy was the implacable foe, enforcing state policies like the opium trade or enabling colonial expansion. Beyond these significant events the Royal Navy's purpose has always included peacetime service as well as war fighting. Its success has always been defined as much by the complex logistical operations which keep warships at sea, as by the warships themselves.

Power

We tell the story of the Royal Navy's power as a defining influence. We show its impact through operations on Great Britain, Europe and the wider world, and the effect of the informal export of its culture, traditions and infrastructure. We explore how Kings and states used the power of ships, how the development of the Nation and navies are linked and the part played by the Royal Navy in the creation of British national identity. We reflect on the Royal Navy's contribution to wealth and power; as principal engine and client of the Industrial Revolution; as key player in formation of Empire; as the force that controls the sea and allows trade. We show how the Royal Navy's power has increasingly had to be exercised in partnership with allies, multinational organisations like NATO and the United Nations and non-state actors. We discuss how the Navy's status has declined from a powerful internal force which at times shaped the policies of the state, to an armed force whose resources are determined by government priorities.

Progress

We tell the story of the Royal Navy and innovation. Constant technological developments in ship design, weapons, navigation, infra-structure and communications have been essential in providing a fighting advantage. These accelerate from the 1840s as the Navy changes from a force of wooden sailing vessels to a fleet of steam-powered steel warships that is supported by aircraft and submarines. At times this advantage comes from innovation that transforms the health of ships' companies such as Lind's discovery that lemon juice could combat scurvy. We tell these stories through the impact that these changes had on naval personnel, and at times on wider civil society. On occasion it is the Royal Navy's people who have driven innovation and at other times the Navy has adopted ideas from external sources.

1.3 Our Museum

The mission of the National Museum of the Royal Navy is:

To be a beacon of excellence in enabling people to learn, enjoy and engage with the story of the Royal Navy and understand its impact in making the modern world.

The NMRN was established in October 2008, and formally launched in September 2009. The NMRN was created as a single organisation to: improve representation to the public of the Royal Navy and its history, to provide leadership to naval heritage, to create efficiencies in management of resources.

From the NMRN's original four museums, each with a separate Board of Trustees – the Fleet Air Arm Museum, the Royal Marines Museum, the Royal Naval Museum, the Royal Navy Submarine Museum – the NMRN now has rationalised governance, with financial control and strategic direction provided by the Board of Trustees of the NMRN. The original four museums have grown so that the Museum now has 5 museum sites ('Explosion! The Museum of Naval Firepower was added in 2013) and 10 historic ships – including HMS Victory, the world's oldest ship in commission and only surviving line of battle ship.

The headquarters of the NMRN, and our most visited museums and ships, are within Portsmouth Historic Dockyard. Since 2009 the NMRN has worked more and more closely with partners within the Historic Dockyard – using the Dockyard as gateway for our separate museums, and taking a leading role in shaping future strategy. Since the 1st December 2014 the NMRN has been responsible for marketing and operations for Portsmouth Historic Dockyard – a change made by past members of Portsmouth Historic Dockyard Limited in order to deliver a sustainable future for the Mary Rose Trust – so that we now offer a service to: the HMS Warrior Preservation Trust, the Mary Rose Trust and the Portsmouth Naval Base Property Trust (PNBPT).

By any measure the NMRN has made very significant progress in the five years since its launch, and managed to progress in financially testing times (full details are in the supporting document, 'The NMRN: The First 5 Years'). Headline achievements are:

For people:

- Visits to our museums:
A growth from 357,048 in 2009 to 765,810 in 2014.
- Visits to our websites:
A growth from 562,010 in 2009 to 821,181 in 2014
- Learning visits
A growth from 31,792 in 2009 to 52,600 in 2014

For collections:

- Rescue of heritage
Rescue of heritage at critical risk e.g. the 'Explosion!' Museum, LCT7074 'The Last Survivor of D-Day'
- Collection foundations
Creating the foundations for a unique collection of international significance
- Leadership to affiliate and partner organisations
Providing leadership to smaller organisations outside the NMRN, who hold significant heritage e.g. the Coastal Forces Heritage Trust, the Devonport Heritage Centre.

For management of resources:

- Increase in charitable and trading revenue
In 2010 each £1.00 of Grant In Aid was matched by £0.38 pence, in 2014 it was matched by £3.08
- Reduction in 'subsidy per visitor'
In 2009 grant in aid subsidy per visitor was £9.01, in 2014 it had fallen to £5.00
- Increase in Media Advertising Equivalent
In 2012 the value equivalent of media coverage was £1,183,824, in 2014 it was £3,893,229

In October 2014, at the completion of the NMRN’s first 5 years, the NMRN Trustees paused to assess progress. The Trustees re-committed to the Museum’s vision, mission and goals and approved a new, single ‘NMRN Strategy, 2014-2017’.

The new strategy evaluated the considerable achievements up to 2014, but recognised that significant change was required if the Museum was to make further progress.

Immediate change has;

- Added clarity to all work, by restructuring the Museum’s Executive into three new Directorates: Heritage, Visitor Experience, Resources
- Increased financial control with accountability, and clarity of the costs of operating the Museum’s individual sites.

However, more fundamentally the Trustees judged that in key aspects the Museum was failing, or at risk of failing, to deliver our mission, and that urgent action was still required:

Action for People

- The Museum is failing to engage people with all aspects of our story. There are very major discrepancies in visitor numbers to our sites, which show that in particular we are not enabling people to engage with the story of the Royal Marines.
- Visitor figures for different sites in 2014 are: NMRN,P: 139,687, RNSM: 123,740, FAAM: 106,084, RMM: 33,016, Explosion: 30,406

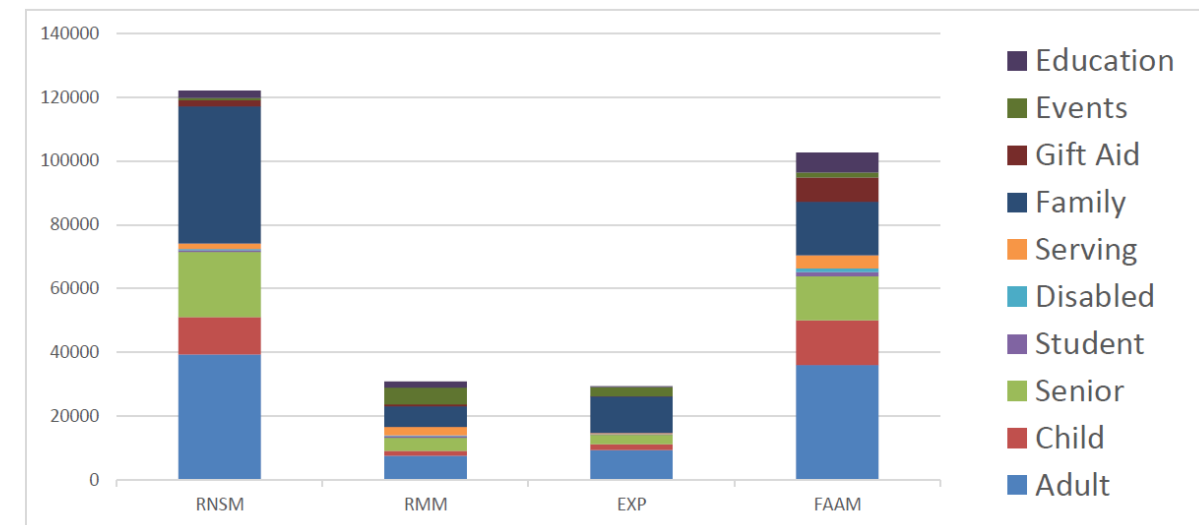
Action for Collections

- The Museum is failing to provide access to large parts of collections which are of international significance. Physical access is poor, virtual access often non-existent..
- The Museum is not adequately safeguarding the future of collections. Key items are already at critical risk and investment is urgently required to prevent risks to collections in particular at the Royal Navy Submarine Museum and the Royal Marines Museum.

Action for Management of Resources

- The Museum must be conscious of future sustainability and a likely cut in public subsidy and that it is not allocating resources in the most efficient way. It was noted that levels of grant subsidy per visitor for different sites very considerably and that the subsidy for RMM is very much higher than elsewhere.
- A relocation of the Museum from Eastney into the Dockyard will reduce running costs from £800,000 to £450,000 per year.

This revised and re-developed ‘SeaMore’ project therefore addresses this urgent need to take action for people, for collections and for the management of resources.



1.4 Our Project

'SeaMore' is a single project that transforms access; access *not just* to our physical collections, *or just* to the stories within a new museum.

Instead, the project literally allows people to *see more*. Through the project people will see not only the tangible naval heritage of a national collection, but will place this alongside an experience of intangible naval heritage. An intangible heritage which over 350 years of the Royal Marines has created a unique culture of unity, determination, courage humour and music.

Our users told us:

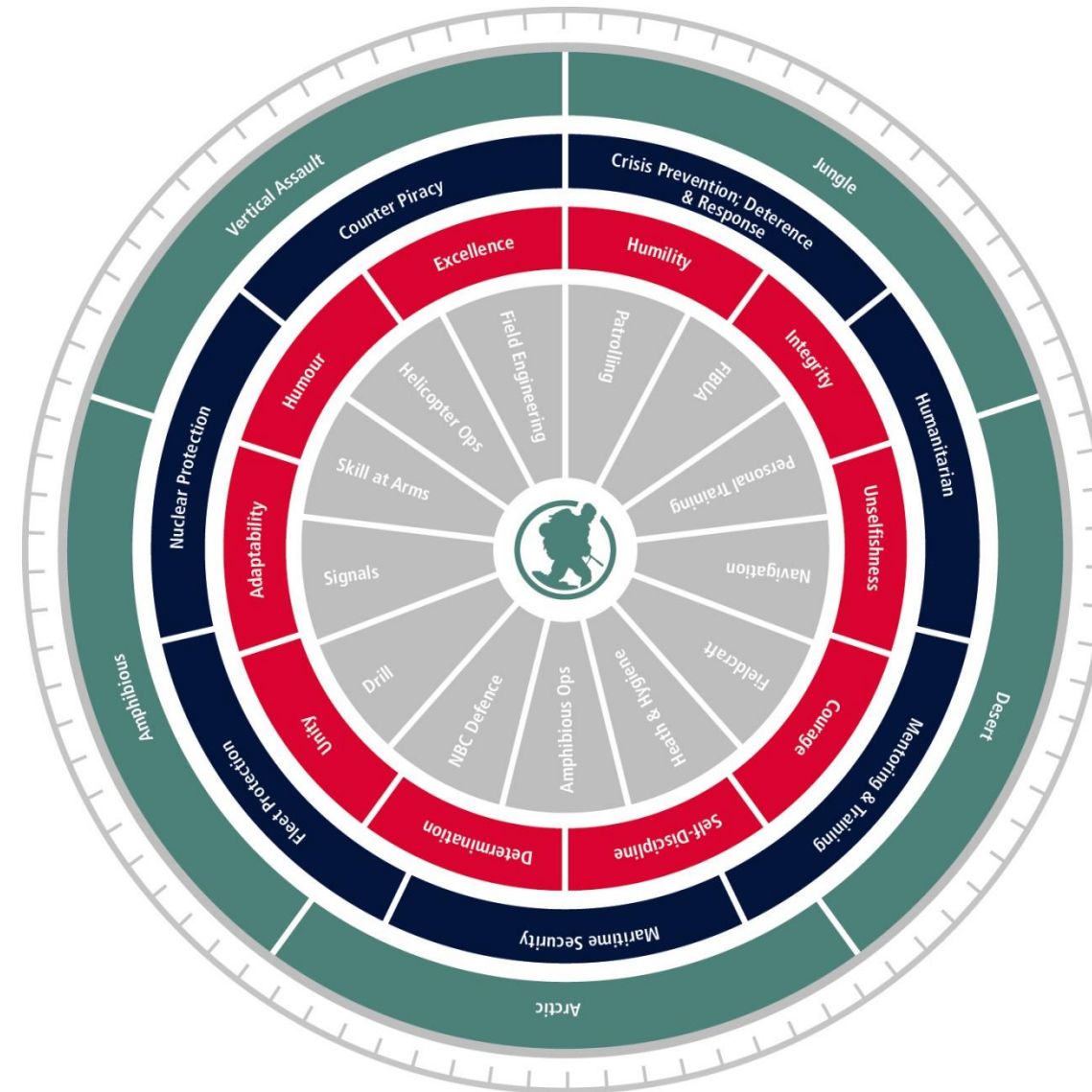
'... this will be a great idea; such a shame most collections are hidden away. I think you will get return visits if collections are themed and changed regularly'

'I visited Portsmouth Dockyard, the Royal Naval Museum, the Submarine Museum and many other attractions. To move the RMM to the dockyard area is a very good idea ... The first thing you should see is the cockleshell heroes' gravestones and more information about that mission.'

Project Summary

SeaMore tells the epic story of the Royal Navy; a story of People, Purpose, Power and Progress; a story of muddle and failure, of triumph and achievement. The project unites the tangible heritage of the National Museum of the Royal Navy, which is dispersed and at risk, to create the newest national collection; it shares this heritage and joins it with an experience of the intangible heritage of the Royal Marines, allowing audiences to see more. A Centre for Discovery creates spaces for discovering, exploring, researching, working, preserving, creating and sharing collections. The new Royal Marines Museum creates dynamic galleries, full of physical activity and personal stories of heroism and loss, bringing visitors close to the unique ethos of the Royal Marines. A programme rich in activity removes barriers to engagement and participation. SeaMore is a key stepping stone in Portsmouth Historic Dockyard's strategic masterplan, leading it to financial sustainability.

Figure: The history and role of the Royal Marines shown, with the ethos that guides the Corps at the centre (in red).



1.5 Our Project Objectives

The objectives of the 'SeaMore' project are:

- To rescue our collections of international significance from risk, secure their future and create a resilient model for their future preservation and management.
- To transform access to our uniquely diverse and comprehensive heritage allowing people to enjoy the newest national collection.
- To create a New Royal Marines Museum that helps visitors understand the place of the Royal Marines in this heritage, and understand its significance for the first time, through high quality display and interpretation.
- To create an exceptional Centre for Discovery with opportunities for all audiences to deepen and enrich their understanding of this heritage.
- To develop inspiring formal and informal learning programmes, based on our tangible and intangible heritage, that will engage and enthral new and existing audiences.
- To develop the financial resilience of the Museum, reducing fixed costs and improving value for money.
- To contribute to the sustainability of Portsmouth Historic Dockyard by providing a distinctive offer that enhances visitors' experience and strengthens the All Attractions ticket.

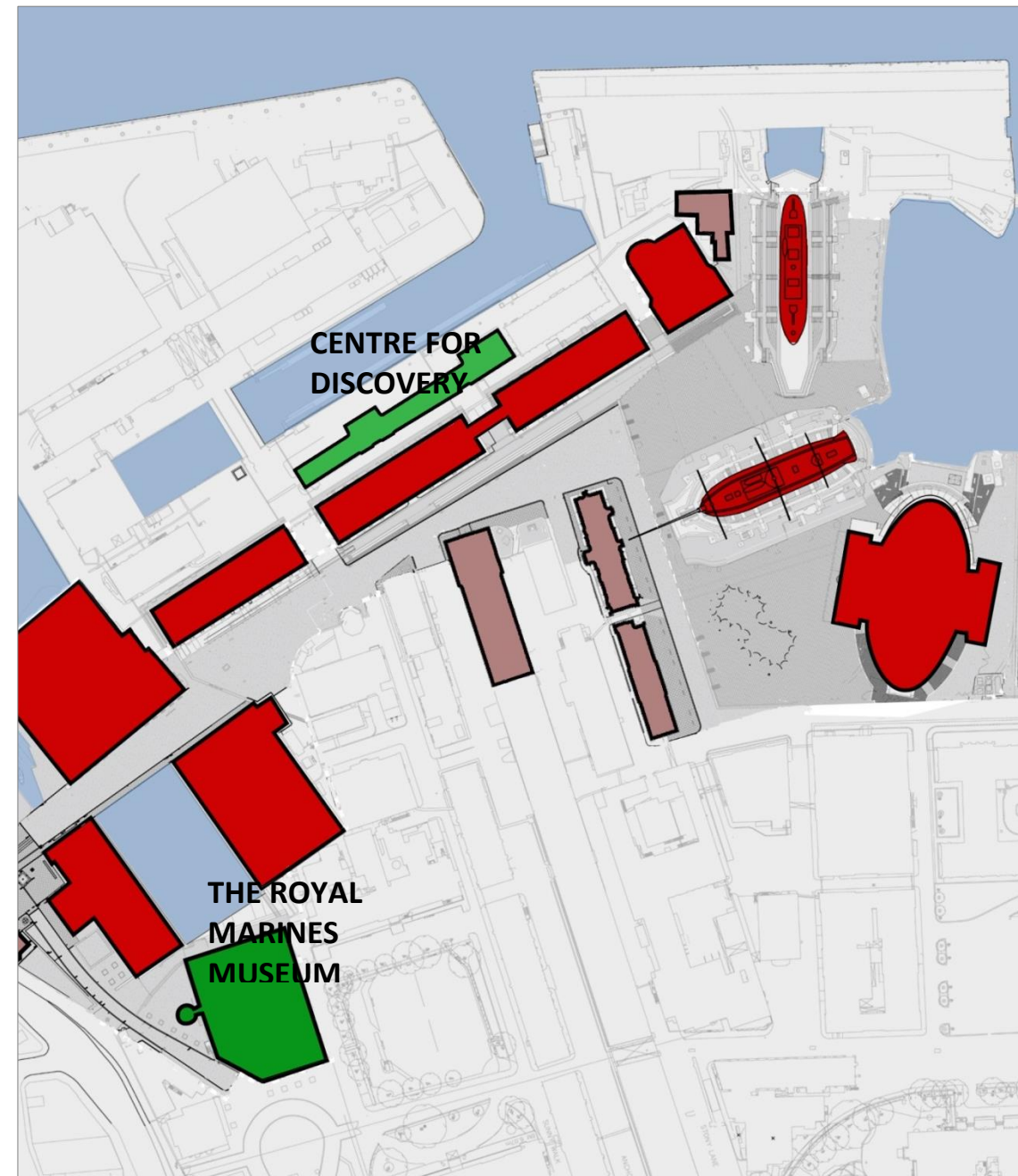
To achieve this we will create within Portsmouth Historic Dockyard:

The Centre for Discovery

The new Centre for Discovery will provide access to more than 2,000,000 items from the museum collections. By uniting and securing the future of collections which are currently hidden or dispersed, our users will be able to see this history anew, and we will transform ways of engaging and connecting audiences with this heritage.

The New Royal Marines Museum

The New Royal Marines Museum in Boathouse 6, at the very heart of Portsmouth Historic Dockyard, will place the 350-year history of the Royal Marines firmly within the story of the Royal Navy. For the first time the story of the Royal Marines – a national story, but also a story with impact across the globe – will be told in a building appropriate to its scale. These outline plans, which we have developed following extensive audience research, will transform access to this story – developing exciting new programmes and activities, and increasing visitors four-fold.



1.6 Our Project Impacts

Key Economic Impacts:

- The capital phase of SeaMore will have an economic impact of £26.6m.
- The project will have a sustainable economic impact of £3m per year.
- SeaMore will have additional economic impacts that reach into social outcomes for people and communities.
- SeaMore will increase visitor numbers to Portsmouth Historic Dockyard by 7-8%, more than half of whom are new visitors.
- SeaMore appeals to new types of visitors including those that it has been difficult for our heritage to traditionally reach
- 57% of these new visitors live outside the South East region.
- Visitor displacement from other attractions is relatively low.

Key Heritage Impacts

- Rescue of collections which are at critical risk now.
- The move of 2,000,000 individual collection items to the Centre for Discovery, securing the future of the collections of the RMM and RNSM which are likely to become at risk.
- Physical access to 80% of the entire NMRN collection through the Centre for Discovery.
- Physical access to more collections – and different types of material – through collections displayed at the New Royal Marines Museum.
- Virtual access to 50,000 digital assets from the whole NMRN collections
- Creation of a flexible infrastructure within the Centre for Discovery for the enjoyment, study and preservation of collections

Key Social Impacts

- Increase of 20% in numbers of people participating in Formal/Informal Learning/Community Outreach.
- Increased numbers of Formal and Informal Learners taking part in programmes and activities at the Royal Marines Museum
- Greater engagement and deeper understanding across the local community of the contribution of the Royal Marines and Royal Navy to society. Pride in local heritage and national collection on their doorstep
- New opportunities for up to 100 people including young adults and people with disabilities to volunteer. More diverse range of people and ages volunteering.
- Contributes to Portsmouth City Council's *Business and Skills Plan* by increasing skills and employability.
- New healthy living and wellbeing offer for Early Years audiences contributing to a potential reduction in number of under 5s classified as overweight
- New and different ways of using the collection including a more diverse family offer.

For further detail See, 'Economic Impact Assessment of SeaMore', by the Economics and Finance Department, Portsmouth Business School, University of Portsmouth, November 2015, and, 'Social Impact Assessment of SeaMore', by Deborah Hodson, Head of Engagement and Learning, National Museum of the Royal Navy, November 2015

2.0 Our Collections

The NMRN tells our story through Britain's most comprehensive collection of Royal Navy heritage; through the ships and buildings open to the public, and through the nearly 2,500,000 individual items in our museum collections.

These museum collections' unique quality comes from the historic closeness of individual museums to the Royal Navy and its branches - and crucially to its people. This has given the NMRN the ability to acquire and preserve material in a way not open to any other museum, and to capture the provenance which gives it meaning. The Museum's collections can be the folk memory of those who have served, and the corporate memory of the Royal Navy and its branches.

Further examples of the unique quality of our collections are given in the supporting document, 'The NMRN: Collections and Stories'.



2.1 Our Collections

The range of the Museum's collections are described more fully in the Museum's, 'Collections Development Policy', 2015' (available on request), but the following table gives a summary of their extent, their significance and their current dispersal.

NMRN Collections Now			
Collection Type	Collection Items	Significance	Principal Storage Location(s)
Aircraft, airframes and equipment	10,000	International importance	FAAM
Art	6,000	Important	FAAM, NMRNP, RMM, RNSM
Costume	15,000	National importance	FAAM, NMRNP, RMM, RNSM
Film and Sound Recordings	1,500	Important	NMRN,P, RNSM
Library	25,000	Important	Explosion, FAAM, NMRNP, RMM, RNSM
Manuscripts, documents, archives	300,000	International Importance	Explosion, FAAM, NMRNP, RMM, RNSM
Models	1,000	Important	FAAM, NMRNP, RNSM
Orders, decorations and medals	15,000	International Importance	Explosion, FAAM, NMRNP, RMM, RNSM
Personal equipment and ephemera	6,000	National importance	FAAM, NMRNP, RMM, RNSM
Photographs	2,000,000	National Importance	Explosion, FAAM, NMRNP, RMM, RNSM
Ships and Vessels	18	International Importance	Various
Ships' Equipment	7,000	National Importance	NMRNP, RNSM
Trophies	6,000	National Importance	Explosion, FAAM, NMRNP, RMM, RNSM
Weapons	4,000	National Importance	RMM, RNSM, Explosion.
Women's Royal Naval Service	6,000	National Importance	NMRN,P

Too often this dispersal means that these collections are inaccessible and hidden from view. Too often the international significance of collections has been obscured, because material which is intimately linked is dispersed across different stores, on different museum sites.

Throughout its history the Royal Navy has been a centralised, integrated service; men and women in one branch have served directly alongside those from another (or indeed have served in a number, moving for example from submarines to surface ships); in operations ships (and their Marines), submarines and aircraft all work together. This integration is already reflected within our collections – with material from the same individual, or the same event held at different museum sites- but is hidden by this dispersal. Only when collections are brought together – for example in the 2015 exhibition 'Gallipoli: Myth and Memory' – can we comprehensively tell our story



2.2 Our collections at risk

These collections are currently stored: in 30 separate stores: within 14 buildings: across 6 sites. Too often the collections are at risk of damage from storage in inadequate conditions. The suitability of these stores for collections varies significantly, and only 2 stores have active environmental control. Significant figureheads, boats and armaments are stored outside and are already at critical risk. (Further details of storage at individual sites is available in 'The Collections Care Policy', 2015 – available on request).

The buildings used for storage at the Royal Marines Museum and the Royal Navy Submarine Museum sites are particularly poor; none are purpose built, many suffer from damp and water ingress, a number are on upper floors. These conditions already place collections at risk and without significant investment in these buildings, or the relocation of collections, this risk will become critical.

These sites store the following significant collections:

Collections at Risk at Royal Marines Museum and Royal Navy Submarine Museum										
	Art	Costume	Manuscripts	Models	Orders & medals	Personal Equipment	Photographs	Ships' Equipment	Trophies	Weapons
RMM	2515	4530	9,000	20	8600	820	1,500,000	1675	1400	1600
RNSM	466	74	10,000	490	164	434	60,000	889	244	83



2.3 Our Collections in the Future

Now in 2015, the NMRN has developed the plans which for the first time allow this heritage to be preserved, managed, developed and enjoyed as a single national collection.

Key organisational changes are already in place:

Staff Structure

A new 'Heritage Directorate' was created in June 2015, which now includes all 32 staff responsible for the management, use and developments of our collections across all sites. This has a single Director responsible for: Collections Management Team, Engagement and Learning Team, Heritage Development, Historic Ships.

Financial Control

This new structure is followed through into budgets. The Heritage Directorate manage a single budget covering staff and non-staff costs of £1.5m per annum.

Policy

The NMRN applied to Arts Council England for Accreditation as a single national museum for the first time in September 2015 (replacing 5 accreditations by separate museums). This required new, co-ordinated sets of policies for the NMRN which will apply to all sites.

Collection Information

The Museum is implementing a new single Collections Management System (ADLIB) which will manage collection information across all sites.

The Museum now has a clear strategy to secure the future of these collections which tell this rich, shared history of the Royal Navy. Underpinning the strategy is the 'Collections Management Plan, 2015-2020' (available on request) which sets out in detail the work necessary to achieve this goal.

Vision:

To build the intellectual, physical and digital infrastructure which will create, manage and develop a single naval collection of international significance, allowing us to transform the work of staff and volunteers, and transform access for all of our users.

Aims:

Create a single, coherent collection which reflects the history of the Royal Navy, and its auxiliaries, from earliest times to the modern day.

To remove and reduce the risks to our collections through a programme of planned investment in collection stores, collection moves and radically improved collections care.

To implement a single, integrated system across all sites and collections which will manage all aspects of collections information

To transform digital and physical access to expertise, collections and collections information.

The 'SeaMore' project, and its delivery between 2016 and 2019, is at the heart of the 'Collections Management Plan'. By creating a Centre for Discovery and a New Royal Marines Museum within Portsmouth Historic Dockyard, the widest possible audiences will have access to, and understanding of, this unique tangible and intangible heritage.

The Centre for Discovery will move and unite more than 2 million collections items which are currently dispersed across sites. The SeaMore project application includes funding for the vital work by staff and volunteers to plan the moves of collections.

We expect the move the following collections to the Centre:

Centre for Discovery	
Collection Type	Collection Items
Art	6,000
Costume	15,000
Film and Sound Recordings	1,500
Library	25,000
Manuscripts, documents, archives	300,000
Models	1,000
Orders, decorations and medals	15,000
Personal equipment and ephemera	6,000
Photographs	2,000,000
Ships' Equipment	7,000
Trophies	6,000
Women's Royal Naval Service	6,000

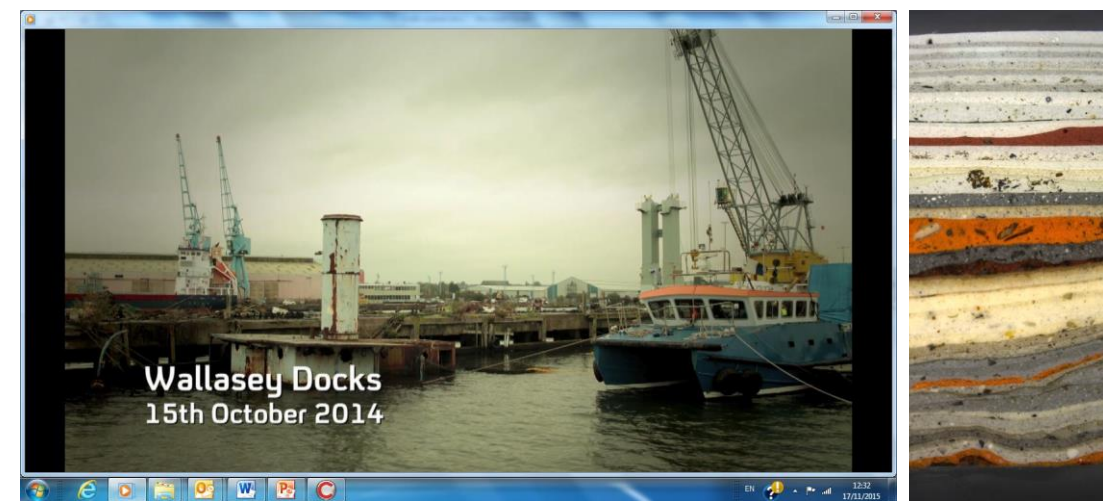
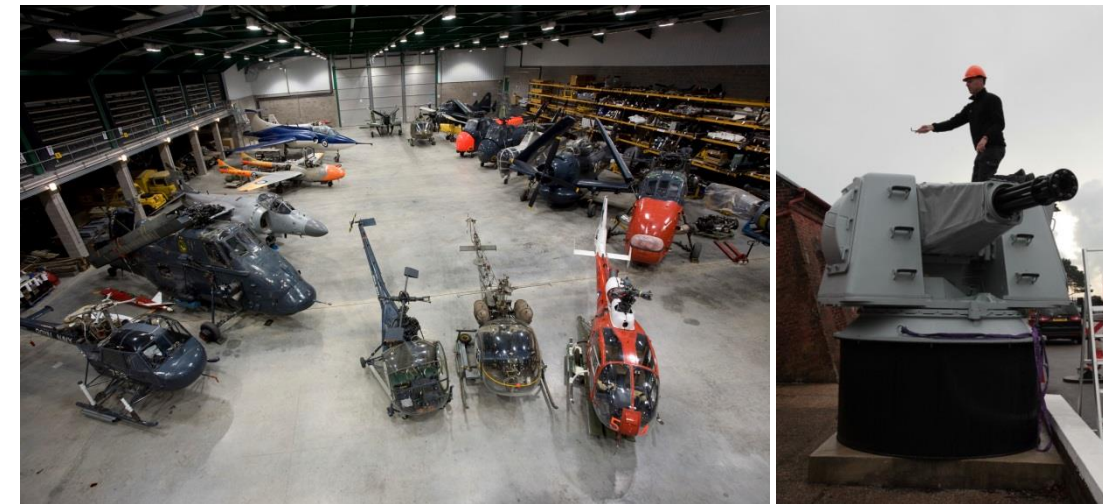
Instead of 30 separate collection stores across 6 sites the Museum will have just 3, each with a clear purpose and specialism:

- The Centre for Discovery as the collection hub
- Specialist stores for technological collections of weapons and armaments at 'Explosion! The Museum of Naval Firepower'.
- Specialist stores for technological collections of aircraft, air frames and equipment at the Fleet Air Arm Museum.

Although not all collections can - *or should* – be accommodated in the Centre, the Centre will be a gateway for access to the Museum's whole collection.

Ships. The Museum's collection of ships is of international significance, containing 10 vessels from the National Historic Fleet. Although the ships themselves will not be moving, these are only the most visible part of the historic evidence which we hold, and which are essential to understanding their design, service, modification and conservation. We preserve: original archives and artefact that could never be displayed in the environmental conditions on board; fittings and material removed during restoration; digital records created in recording and analysing the ships. This material will move to the Centre.

Aircraft and armaments collections, which will not physically move, will be showcased in different ways and are included in plans to increase virtual access.



2.4 Our Collections and Virtual Access

One legacy of the physical dispersal of collections is that virtual access to all of the collections within the SeaMore project is currently very poor, and in most cases non-existent. This project will transform the level of virtual access for visitors within the Centre for Discovery and New Royal Marines Museum, but particularly also for on-line users anywhere in the world with a connection to, or interest in, this heritage.

Therefore the SeaMore project application includes funding for a significant investment in; initial consultancy, in the 2 project staff who will have a key role in establishing a robust system, and in training museum staff and special 'digital' volunteers. We aim through the investment to create a robust digital infrastructure, and build levels of participation, which allow yet further progress.

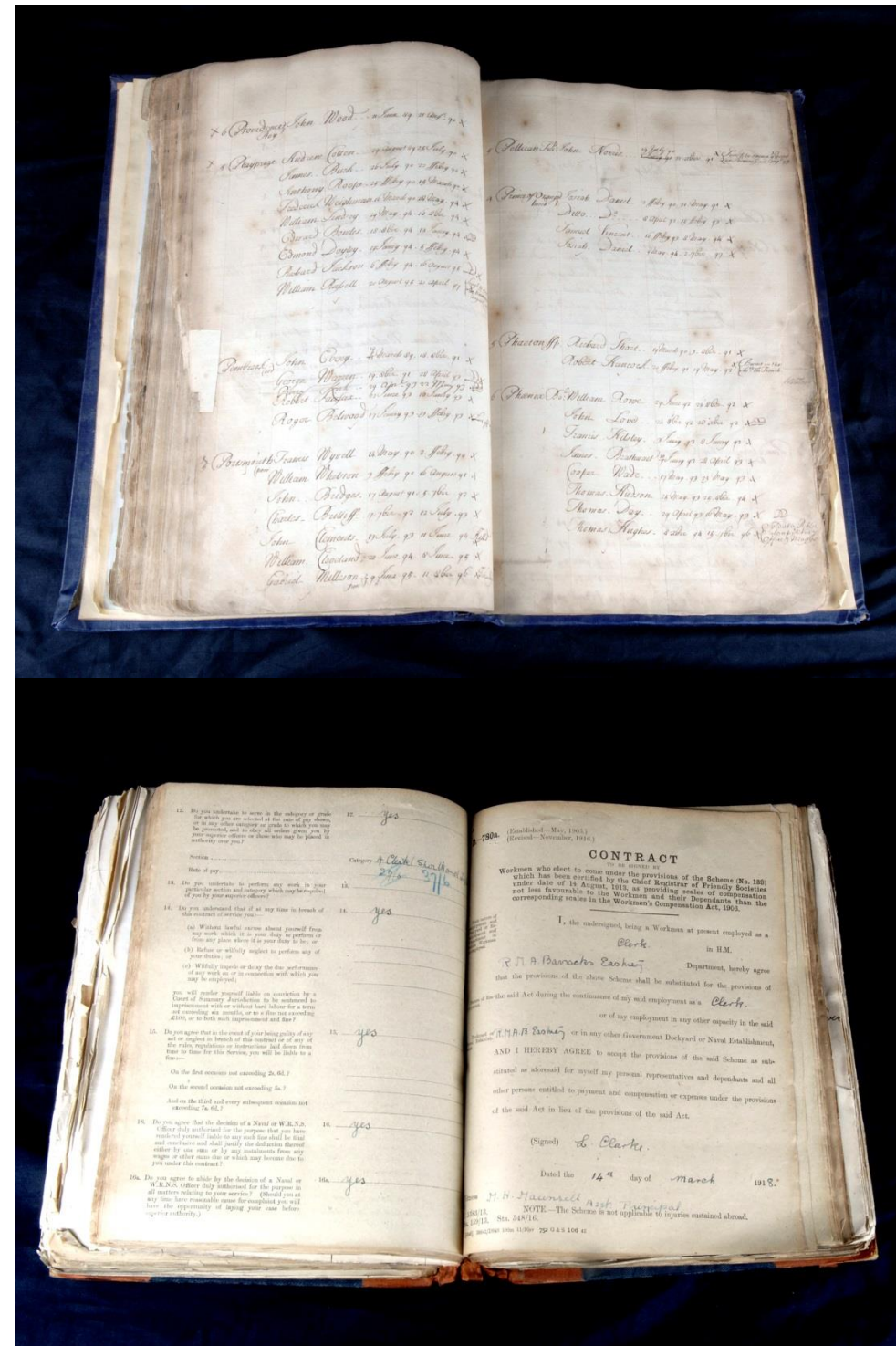
The Museum has an excellent record of using volunteers on collection based projects, but relatively little of providing opportunities linked to virtual access. We have planned a key new role of virtual volunteers where volunteers working remotely receive scanned images (e.g. PDF of a photograph album from the collection), then working directly into the Museum's Collections Management System and Digital Asset Management Systems which will be hosted on the Cloud they can do the research and indexing which make the collections accessible. This will help give our project national reach, allowing people with particular interest and expertise to participate without physically visiting the site.

At the point of opening the Centre in 2019 our target is to have 50,000 digital assets available, made up from the following:

- 25,000 digital assets which exist now as a legacy from different projects, but which are not available to researchers or on-line, including: key photographic archive images including the Wright and Logan photographic collection, legacy data from of over 700 images of oil paintings created for the Public Catalogue Foundation, over 400 digitised oral history recordings.
- 25,000 newly digitised items selected during the delivery phase between 2017 and 2019.

Given the numbers of individual items to be stored within the Centre we will need to be selective, to focus on those of the highest heritage significance and to be led by user demand. We expect there to be a demand for certain archive resources which provide essential information for family history researchers; these include:

- Registers of 'Captains and Ships, 1660-1848'
- Admiralty Weekly Rate Books' providing records of individual Dockyard employees from the mid-19th century onwards.
- The Attestation Papers of the Royal Marines from the First World War
- Individual records of casualties suffered in action, 1939-1945

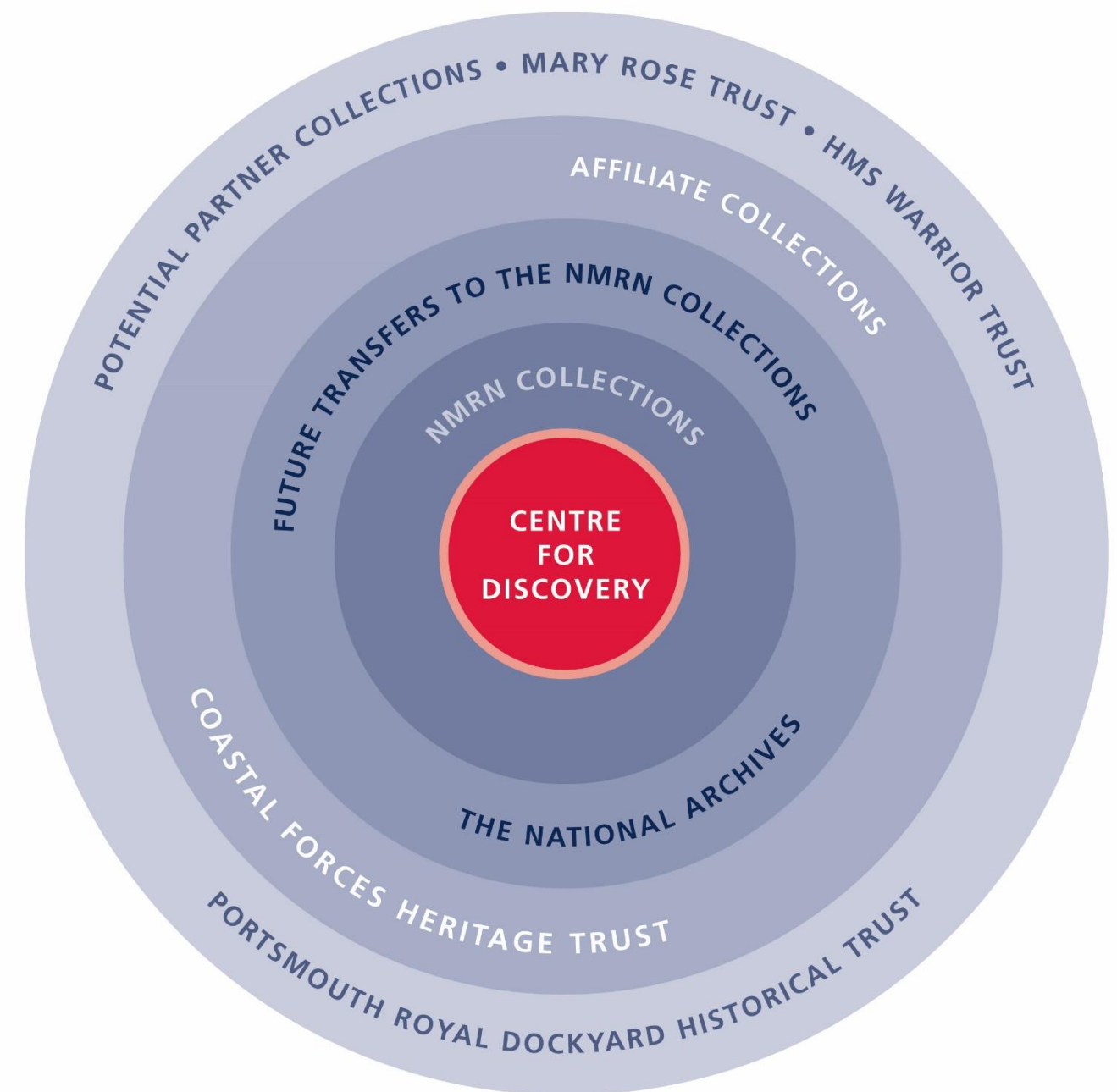


2.5 Affiliate and Partner Collections

The SeaMore project will secure the future of the NMRN's collections, but it will also create new opportunities to protect – and create access to – significant naval collections which are held outside the Museum.

Material which has a very strong connection to our own collections is held among Public Records on deposit at Hampshire Record Office, by formal affiliates of the NMRN and by potential partner collections. We have already discussed this opportunity with other organisations who hold material and there is significant interest in exploring the terms of transfer / use of the Centre, during the development phase of the project (see letters of support). The material includes:

- The records of the Board of Ordnance relating to the Priddy's Hard Ordnance Depot (now the site of the Explosion! Museum).
- The collections of the Coastal Forces Heritage Trust including models, archives, photographs and digital recordings. An important specialist collection, but a volunteer run collection in poor storage conditions and at significant risk.
- The archives of HMS Warrior, including the digital assets created through the HLF-funded, 'Revealing the Secrets of Shipwrights and Sailors' project.
- The archaeological archive of the dives and finds from the Mary Rose.
- The records of the Portsmouth Royal Dockyard Historical Trust, currently at risk in very poor storage conditions.



3.0 Our Audiences

'SeaMore' has put our existing and potential visitors at the centre of planning. We have gathered information about our audiences through a knowledge audit; analysed and structured it to create audience profiles; identified target audiences and barriers.

The analysis of the interests and motivations of audiences shows that very strong common themes emerge, themes which often cut across audiences who want the museum to focus on:

- Personal Stories and Accounts
- An Active Experience
- Access to More of the Collections
- Remembrance
- Engaging through the Modern Navy and Marines
- Relating heritage to modern life
- Providing a good value experience

Strong common barriers also emerge:

- Restricted access to collections
- Poor level of inter-activity at RMM
- Poor layout and displays at RMM
- Difficult Location of RMM and Limited Value for Money

This section features the voices and views of our audiences



3.1 Knowledge Audit and Audience Profiles

To understand our visitors, we conducted a major Knowledge Audit. We assessed what we already know about our visitors, identified gaps in this knowledge and then planned and conducted further audience research to plug the gaps.

The Knowledge Audit was comprehensive, covering a wide range of information sources over several years. The audit went beyond a standard analysis of visitor figures and looked at less traditional sources of evidence (e.g. shop sales during specific events; Facebook and Twitter analysis; informal enquiries).

The Knowledge Audit included:

Focus Groups with non-users:

Low-income families; Young adults aged 16-24; People over 55

Audience Workshops:

Cadets; Serving personnel; Veterans; Families with Navy/Marines links

Personal contact and observation:

Dockyard Heritage Days; Remembrance Day Service; Albert Hall RM Band Concert

Personal interviews and surveys:

NMRN visitors; RMM visitors; Holiday Activities at RMM

Postal questionnaires: Volunteers; Friends groups

Email and on-line questionnaires:

NMRN website users; RMM website users; Primary and Secondary Schools

The Knowledge Audit also included a wide range of staff:

Front of House staff	Curators
Education Officer	Press & Marketing staff
Operations staff	Events Manager & staff
Access Co-ordinator	Bookings staff
Friends Group Co-ordinator	Archive and Library Staff
Volunteers	Shop staff

We adapted a human-centred design technique to help us use the information from the Knowledge Audit. We gathered all the information into one place in the form of Audience Profiles for each audience group. Each profile distils the key points for the audience in less than 500 words.

The Audience Profiles have proved to be a powerful development tool. They have helped a wide range of staff and volunteers to contribute their knowledge and experience to the project. They have also brought a shared understanding as well as a common language and approach to staff working in different museum areas.

3.2 Defining Target Audiences

The Knowledge Audit revealed the following audience groups that have much greater potential for engagement with the Royal Navy and Royal Marine story and heritage:

Early Years and Families including local community and low-income

Interested in simple ways of investigating the past and physical exploration. Enjoy finding out what the RN/RM actually do – life on board, training –especially if linked to activity. Family events popular. Potential to increase this audience to the Royal Marines Museum in particular. Local, low-income families have indicated that they would visit more if the overall trip was affordable and met the needs of mixed ages.

Formal Learners at Key Stages 2 and Key Stage 3

The RMM is highly valued by a select number of local Primary and Secondary schools. However, this audience could easily be expanded to cover many more schools over a wider area. Evidence shows that the project could also increase the proportion of schools from the Portsmouth area and less affluent areas engaging with NMRN and Portsmouth Historic Dockyard as a whole.

Young Adults 16-24

Research suggests that this audience is interested in the Dockyard and the RMM/RN. Action and activities are a major attraction, as are personal stories and social aspects of life in service (e.g. experience of families). If what is on offer matches their interests, then there is considerable potential to develop this audience.

People with Disabilities

Though this audience group accounts for a relatively small number of paying visitors, surveys suggest that it is potentially as much as 19% of the Dockyard/RMM audience. There is certainly evidence that many visitors with a disability do not wish to buy a special ticket. We have the opportunity to play a leading role in developing best practice for visitors with disabilities, not just through increased access but also by positive coverage of disability in interpretation (e.g. injury, rehabilitation, etc.) and by giving welfare information for veterans.

Adults over 55 including local community and low income

Interested in aspects of culture, history and current affairs. Want some insight into the Royal Navy and Royal Marines and to be able to relate it to their own experiences or that of their family; interested in personal stories and reminiscing. The recent HMS: Hear My Story and HMS M33 projects have developed a number of successful projects and activities which could be built upon.

RN/RM including their families and veterans

A smaller but highly important audience. Interested in aspects of RN/RM life and history. See the Dockyard and RMM as the public face of the Navy/Royal Marines and the key location to engage with the heritage and to access the collections. Keen interest in the modern Navy/Marines and recent history. A visit can be an emotional experience, especially remembrance.

Uniformed Groups (Scouting, Guiding and Cadet groups)

Visit in booked groups linked to training/badges mainly at weekends and in holidays though will book sleepovers too. Don't always have existing RN/RM links and variable knowledge of history. Like interactive and team building activities. Interested in personal stories, brave deeds, life as RM/RN, survival and training.

In addition to the above, core audiences can also be defined by their motivation to visit as follows:

'Naval Interest' visitors

Quite specialist, with much prior knowledge. Interested in history of Navy and Royal Marines, including specific events/battles/ships/units as well as current practice. Often interested in a specific period/event, though this can vary. Like in-depth information, both historical and practical.

'Pride of Britain' visitors

Interested in the Navy's and Marines' place in British life and identity. Very proud and supportive and interested in their history, actions around the world, current roles and activities. May not be knowledgeable before a visit and often want to be engaged in other ways than straight history.

'Experience Seekers' visitors

Looking for a memorable experience, which sets a visit apart. Often looking for action/activity and strongly associate this with the Marines. However, do not just want action; also want to engage the emotions, so interested in personal stories, heroic deeds and also remembrance.

3.3 Audience Interests and Motivations

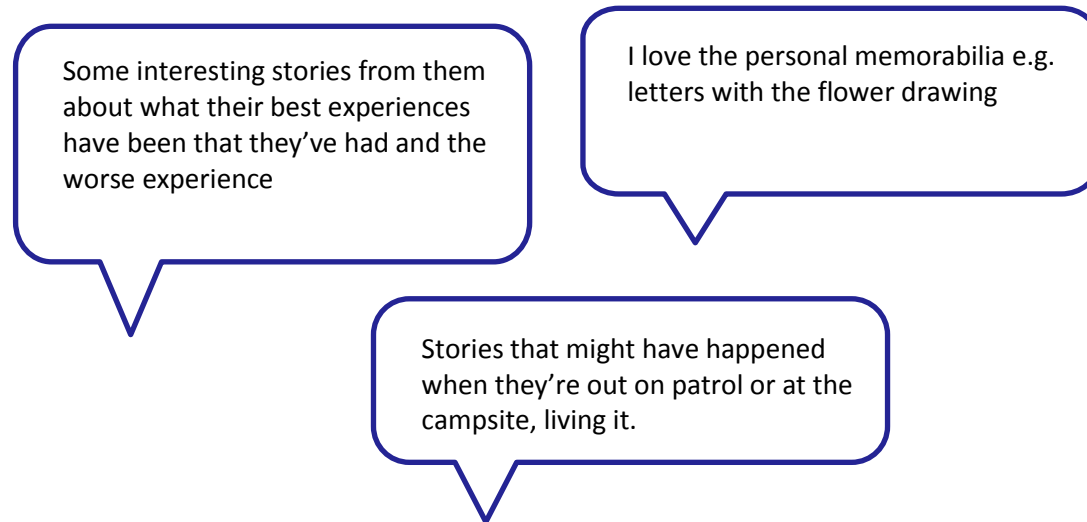
Personal Stories and Accounts

A theme that features strongly across all audience groups is the wish to gain insight through **personal accounts and stories** with groups feeling that the approach they have seen at NMRN and RMM brings the story alive.

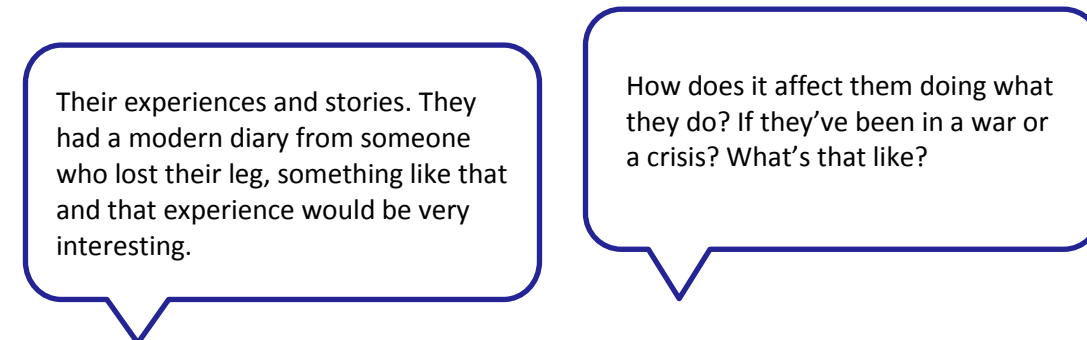
Families, Young Adults 16-24, Adults over 55 and **RN/RM including their families and veterans** often comment on the diaries, medals and individuals included in the displays.

Events where visitors meet serving personnel or veterans are extremely popular with all audiences in particular **Families** and **Young Adults 16-24**. Again, visitors value hearing first-hand accounts and personal experiences.

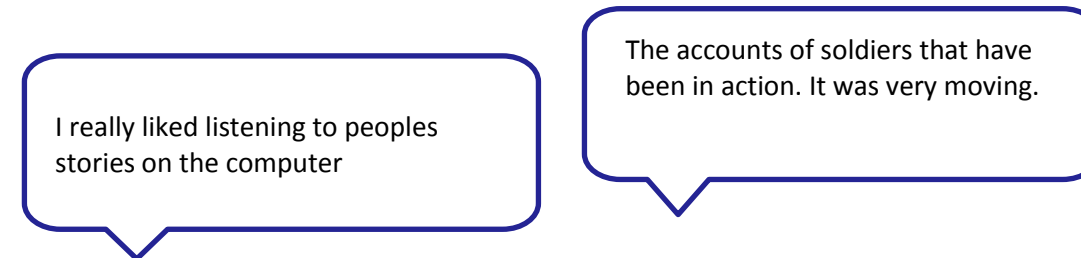
This approach is especially popular with non-users.



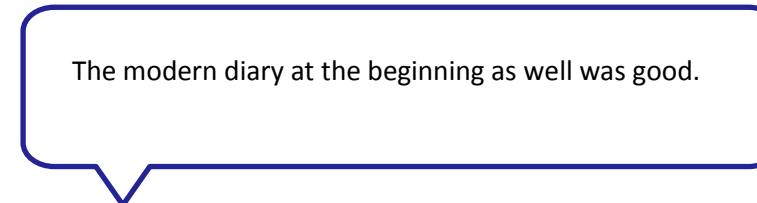
Local Young Adults aged 16-24



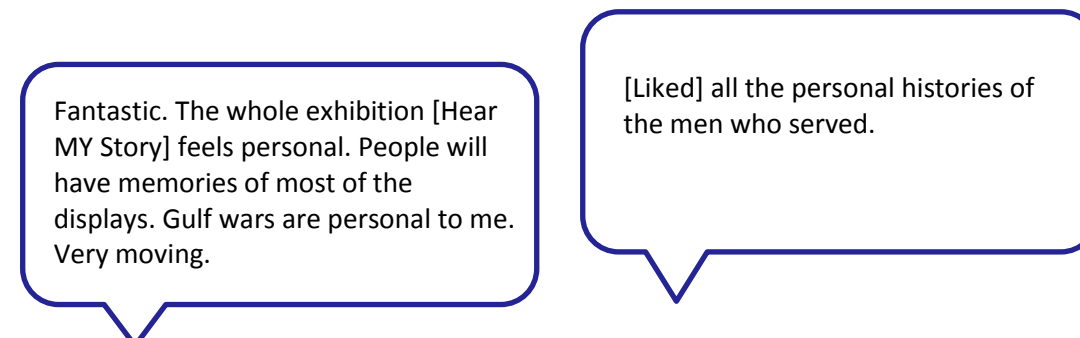
Local, low-income families, non-users



Families



Local, low-income family



Adults over 55

An Active Experience

All audiences value the active interpretation they see in the NMRN and in a few parts of the current RMM. Visitor feedback in focus groups, surveys, comments books/cards, etc. suggest that the active interpretation throughout the Dockyard and RMM are amongst the most liked parts of a visit (e.g. rifle range interactives; trying on uniform and kit; computer interactives, film, audio, etc.).

A wide range of audiences equate the Navy and especially the Marines with fitness, activity and action. Events where visitors try out practical activities are extremely well attended (e.g. activities involving rope-work, weapons training, assault course; 'Commando Action').

Active interpretation is seen as key to understanding a large part of the Royal Navy and Royal Marines collections, including kit, equipment, uniform and weapons. Visitors who want to see more of the collections in the Centre for Discovery also want interpretation as well:

I liked the interactive stuff, where you could press the various buttons and get different images onto the subjects far more. I mean, for example, to be able to go down, find the year 1977, and pick up the Jubilee Review, so pick up things you're interested in, is really good.



Adult over 55

I learnt Morse code which was awesome!



Young adult aged 16-24

I would like it to be different to a normal museum, more hands on stuff to do



Mixed visitor groups

I would like it to be different to a normal museum, more hands on stuff to do

With kids you need quite a lot of activities.



Local, low income family, non-users

It needs to be much more interactive than just looking at things.



Local young adult aged 16-24, non-

Access to more of the collections

A range of audiences have a general interest in accessing aspects of the Royal Navy and Royal Marines story, including personal accounts and the collection of material culture. Visitors see the Dockyard and RMM as the gateway to this material.

Interest ranges from looking up more details of the heroic deeds of a medal holder, flicking through images of a campaign or battle to looking through items from the collection for the closest match to an inherited item.

Some audiences have more particular needs. Academics/Researchers are mostly very specific in their research needs and draw on the whole breadth of the collections, archive and library for their research.

Many **Families** come to the Dockyard and RMM to look up relatives. They are initially interested in service and other historical records/documents, continuing further to explore any related images. They can also be keen to research any medals or other items that they have inherited. In some cases, this leads to donations to the collections. Families also want to tell their stories to add to the record. Evidence from the RMM's stand at the 2013 'Who Do You Think You Are? Live' exhibition at Earls Court, London suggests that TV exposure has helped create a growing interest in this subject.

Veterans also wish to visit the NMRN and RMM to explore the Navy story. They are interested in particular campaigns and actions and want to look through images and items to jog their memory. They value the opportunity to share their experiences and memories and to add to the record.

Most visitors do not distinguish between on-site and off-site research or between the physical collection and digital records. They see the Dockyard and RMM as the place to start their research or are enthused by something in the displays and wish to explore further. Visitors value the opportunity to look at a combination of real objects documents, diaries, archives, images, etc. as well as digital records and assets, all during one visit.

None of us are going to see all these artefacts you've got stored away somewhere, unless you put them on.

And if you're doing any research into your ancestors or even people you know, or you have known in the past, who have passed away, you begin to realise that some of them served in not just the Navy but the other services as well...so there's the potential links to other collections, which is interesting

History of family members who were in the RN

Adults over 55

I want to be able to do research into days of sail/fighting ships

Like the discussion as we walked through the gate, my mum's father worked in the Dockyard...

Mixed visitor group

Family

Where possible list of the entire names of former Royal Marines (wanted to find my father).

Family

Feature Remembrance

Across all audiences, a significant proportion of visitors are interested in the topic of Remembrance. This could be a personal remembrance of family member, friend or someone they know or an interest in the stories and deeds of those who have made a sacrifice for their country.

The Knowledge Audit suggests that many visitors particularly engage with Remembrance through personal stories and displays relating to individual experiences. Remembrance is a thread running through different historic periods and has wide appeal. Remembrance events to mark significant dates are well attended.

Remembrance is the topic most often selected by **Primary Schools** at the RMM. Teachers choose a conflict related to their classwork and pupils discover the personal stories of those involved, they then look at types of memorial, remembrance, etc. The sessions involve handling artefacts to bring the stories alive.

[Liked] finding a medal that could have been awarded to my great uncle.



Young adult aged 16-24

I particularly liked Remembrance of those who died in service.

[Liked] Roll of Honour – Marines killed in Afghanistan.

My father was a stoker on H.M.S. Submarine "Narwhal" which was torpedoed in Aug 1 1940: Sadly, no survivors



Adults over 55

My Great Granddad was in the Navy. He died by a bomb and his body was washed ashore. He did it for 47 years. I miss him so much



Family

Engage Through the Modern Navy and Marines

All audience groups are interested in the modern Navy and Marines, ranging from training, ships, kit, life in service and military practice.

Audiences are particularly interested in understanding what it is like being a Marine or in the Navy today, especially aspects such as training, operations, leaving your family, being injured, attributes such as courage, conquering fear, etc.

Significantly, the sections of the NMRN and RMM that focus on the modern Navy and Marines are the parts that are most often singled out for praise, especially by **Families, Young Adults 16-24, Adults over 55** and **RN/RM**.

Events where visitors learn about the modern Navy and Marines are very popular with a range of audience groups, including **Families, Young Adults 16 -24, Adults over 55** and **Visitors with RN/RM links**.

[Enjoyed] learning more about what the RN does today.

I like how you mentioned like nowadays, like the process of going through the Marines nowadays



Local Young Adults aged 16-

Understanding what sets them apart. There's a real appeal to them.

That's why they're the elite, that extreme training. How do they get to that point?

You're walking the walk with them. Their perspective.



Local, low-income families 12-15, non-users

I think its very interesting because my son has passed his test to join the Navy and I'm interested to see what he might be doing

Having two RMs in the family, [I liked] to get a feel of the job they do.



RN/RM links

[Liked] a more authentic taste of what Marines actually do.

My husband is currently serving in the Navy and has been for the past 18 years. It is fantastic to be able to bring our children here for a visit. To teach them about what daddy does at work!!!



Families

Relate the Heritage to Modern Life

Another theme that is common to nearly all audiences is a wish to understand the rich heritage of the Royal Navy and Royal Marines but related to a modern context and practice. To visitors, this approach helps relate the past to the present, giving a focus to naval history. Many audiences were clear that providing a reason to consider the past increases their engagement and interest.

How times have changed in what they do now from what they did. This is what the guys did now and this is what they did 250 years ago. That would be really interesting.



Local, low income family, non-users

Families on low income and Young adults aged 16-24 indicated similar judgements. To different degrees, they all need the experience to be so memorable that it is worth the outlay; with limited disposable income, a visit to the Dockyard or RMM really has to count.

Provide a Good Value Experience

It is tempting to think that only some audiences are concerned about the cost of a visit. Evidence uncovered by the Knowledge Audit suggests that this is only part of the story. Most audiences want a visit to be good value. Their measure of value extends beyond the cost of admission to include:

- Whole cost of the visit, including transport and parking
- Worthwhile, valued experience
- An experience that is long and sustained, often described as 'a good day out'
- Other local opportunities – a visit is not necessarily considered in isolation
- Non-monetary costs, including time and effort
- What else they can do with their money, time and effort

Different audiences measure value in different ways. Some will be willing to pay for an interesting and memorable set of experiences, but will still make value judgements about their worth and comparable experiences elsewhere.

3.4 Barriers for our Audiences

Restricted Access to the Collections

The NMRN and RMM currently give only very limited access to the whole of the collections, outside what is on display. Audiences that visit either site find:

- No public facility to conduct research or look up something that interests them in the displays.
- Collections database is not accessible to the public.
- No public access to the internet, with variable mobile 'phone signal. The RMM has no wi-fi for visitors to use their own mobile phones.
- Self-directed visitor research is not possible.

Front of House staff are only able to advise on basic enquiries about service records and other simple sources of information. Both sites run occasional drop-in sessions with curators, where visitors can ask for help with their research. These are free, but visitors still need to pay for admission.

Visitors can also send in enquiries to the either museum by email and post and can book appointments to research the archives, library and stored collection, with curatorial help.

The main room for research or visitor consultations on each site is not accessible from the public galleries and so visitors must be collected and escorted through non-public areas. In the Dockyard this involves the daunting process of signing into the Navy Base and being issued with a security pass, so very few visitors do this.

Though the NMRN and RMM collect oral history and personal accounts in audio, film and digital formats, there is no facility for visitors to study any of this material.

Some visitors become frustrated when they try to look at more of the collections but find them spread around the Dockyard, with no clear guide as to where particular parts are located.

Poor Level of Inter-activity at the RMM

The overall level of interactivity across the NMRN's galleries and sites is generally praised by visitors. However, the galleries of the current RMM are poor by comparison. Though visitors to RMM want an active experience, there are relatively few places in the current museum where visitors can interact with the displays.


Many of these activities are in the Marine Training gallery. Activities such as digital shooting simulators, trying on Command packs, computer interactives on camouflage and navigation, the introductory film, audio, etc. are popular with a range of audiences and are frequently praised in visitor surveys and comments.

The chronological displays contain a sprinkling of active interpretation. The digital shooting simulator is the most popular. The AV presentations and films are rather long, dated and lack impact for most visitors and computer interactives are very limited by modern standards and often only present static screens with images and text or simple film.


The outside mini-assault course is a popular activity and is more attractive to some visitors than the Museum. Often, RMM events that involve activities are popular with visitors, yet many do not visit the Museum once they are on site, even when offered discounted or free entry.

The lack of activity is a major issue with many audiences and prevents them from visiting:


If a lot of the collection's dispersed into various different parts ...then it makes a lot of sense to try and bring it all together, co-locate it in one building.

 Local adult over 55


It needs to be much more interactive than just looking at things.

 Local adult aged 16-24, non-user

They had an assault course here and I brought them down here and they did it and loved it but we didn't think to go into the museum.

 Family

Couldn't they make this more of an activity centre for the Marines if they moved the Museum?

 Local, low-income family,, non-user

Poor Layout and Displays at RMM

Visitor comments gathered during the Knowledge Audit reveal that though the NMRN galleries are popular with visitors, the current RMM and its displays are only giving audiences what they want in a very limited way. The museum displays are housed in a series of small, narrow rooms, adapted from the building's previous military use. This makes the display space quite cramped in places and often gives only the option of a long, linear, twisting, visitor route.

The museum is divided into three main sections. Two sections are chronological covering 350 years of the history of the Royal Marines, starting with their formation. The third section covers modern RM training. Due to the nature of the building, the visitor journey is quite confused, as visitors start with the birth of the Marines and then have to choose between continuing with the history of the Marines or looking at modern training. Whichever option they choose, they will have to re-trace some of their route to see the rest of the Museum.

Visitors who wish to engage with the modern Marines have to work hard. First they have to journey through centuries of RM history. The chronological displays do cover more recent events, but this is towards the end of the visitor route. The displays that cover modern Marines training are popular with a wide range of audiences, but the focus is limited.

As the chronological displays are trying to cover a wide span of history as well as events significant to the Royal Marines, the displays often try to present topics that are not necessarily supported by the Museum's collection. In places the chronology is confusing and it is sometimes not clear where one topic finishes and another begins.

Most of the displays were developed over 20 years ago, with some over 30 years old. These are now looking rather dated. There is an over-reliance on static dummies, stage-sets and models to suggest topics and periods. In places there is a large amount of text to explain particular topics. In some areas it is not clear how the objects in the cases help further the gallery narrative.

Some displays are five to 10 years old. The more recent displays on Marine training align more to audience interests and receive the most praise in visitor surveys and comments. Though it makes the most of its modest budget and its cramped basement location, the training gallery cannot make up for the issues with the rest of the museum. However, it is a useful baseline for future development.

Particular audiences are quite poorly served by the museum layout and displays and it is illuminating to look at these in more detail. For example, **Primary and Secondary Schools** are severely limited in extracting value from a visit:

- Small gallery spaces are difficult for whole classes to use in key areas.

- School groups create bottlenecks in visitor circulation and so all school visits must be carefully managed.
- Old fashioned, static displays do not inspire or interest pupils and limit teaching potential.
- Due to the nature of the displays, schools can only use a visit to cover very limited subjects and topics. Both Primary and Secondary teachers report that covering either of the World Wars for the History curriculum only really works if supplemented by sessions that allow pupils to handle artefacts, weapons and uniforms to interrogate the past. Most teachers choose either the theme of Remembrance, which allows a wider scope of work, or Commando Fit, which takes place outside in the RMM grounds, as there is no room inside the Museum.
- Teachers also wish to use the RMM for cross-curricular topic work, but this is difficult with the current layout and displays. Some Secondary schools use the Museum as part of their literacy programmes, but again report that this is limited by the current displays.
- The separate Education Room is a key part of the success of a school visit, yet only fits one standard-sized class at a time. It is not linked to the galleries or public areas, so school groups must be escorted to and from the room.
- The limitations mean that all groups must be taught and managed by the Education Officer – self-guided visits are not possible.
- School bookings are therefore limited to a few per day and cannot clash with other group bookings or events.
- The group lunch area outside is not covered.

Many **People with disabilities, Adults over 55**, visitors with mobility issues or even visitors who do not wish to take the stairs are also often dissatisfied with their visit:

- The route to the public galleries for anyone wishing to use the lift is tortuous and totally separate from the main visitor route; the segregation starts before the main entrance. The route involves going through poorly decorated non-public 'back' areas, including areas of the stores. Visitors wishing to take these routes must always be accompanied to the galleries by a staff member.
- When visitors wish to leave or change levels they need to phone for a member of staff to meet them and accompany them back.
- Visitors using the lift cannot experience the displays in chronological order; they must go backwards through parts of the story.
- Many visitors, including those with visual impairments complain that the galleries are poorly lit, with text that is difficult to read.
- Some of the content is accessible through enhanced or alternative provision (e.g. sub-titles, hearing loops), though there is not full provision across the whole of the museum.
- Visitors with visual impairments report that there are small, unexpected changes to the floor levels on the main visitor route, which pose a trip hazard. Unfortunately, these are part of the building fabric and not easy to rectify.
- There is only room for a small amount of visitor seating throughout the galleries.

Difficult Location of the RMM and Limited Value for Money

From the Knowledge Audit, it is clear that some visitors perceive the current RMM as delivering not enough value to justify a visit. It is over two miles from the nearest rail station and the city centre, with no regular public transport. There are no other attractions in the immediate locale, so the visitor experience would have been very good indeed to make visitors feel they have gained good value for their time and effort.

Though the current Museum gives most audience groups some of what they want, it is not always enough to make the visit feel worthwhile. If they are after insight into the Marines, action and activity, access to the RM story and collections, or a great experience over a sustained visit, they are likely to be disappointed.

The admission cost to the RMM is also an issue for groups with little disposable income, such as **low-income families** and some **16-24 Young Adults**, including students.

However, it is important to note that even these audiences are not necessarily judging value for money on cost alone. They are looking at the visit in terms of how the overall visitor experience rates and what else they could do for the money.

Some visitors feel that value for money could also be improved in the Dockyard.

[Money is a big thing for us. We're students, we live on a budget.]

It's like families can afford to come but us as students can't!

Local Young Adults aged 16-24, non-users

There's so much here, that when you compare it to the artefacts and the whole visiting experience of Chatham [Historic Dockyard], you felt that Portsmouth Dockyard wasn't really doing themselves justice.

Adults over 55

To be honest, a £22 family ticket to come here is a bit expensive for us. With that £22 you're thinking what else could we do that we know they'd be interested in.

I'd pay for the kids to do something a bit more active rather than just look around things.

Local, low-income families, non-users



Main things are cost and more active things to join in.

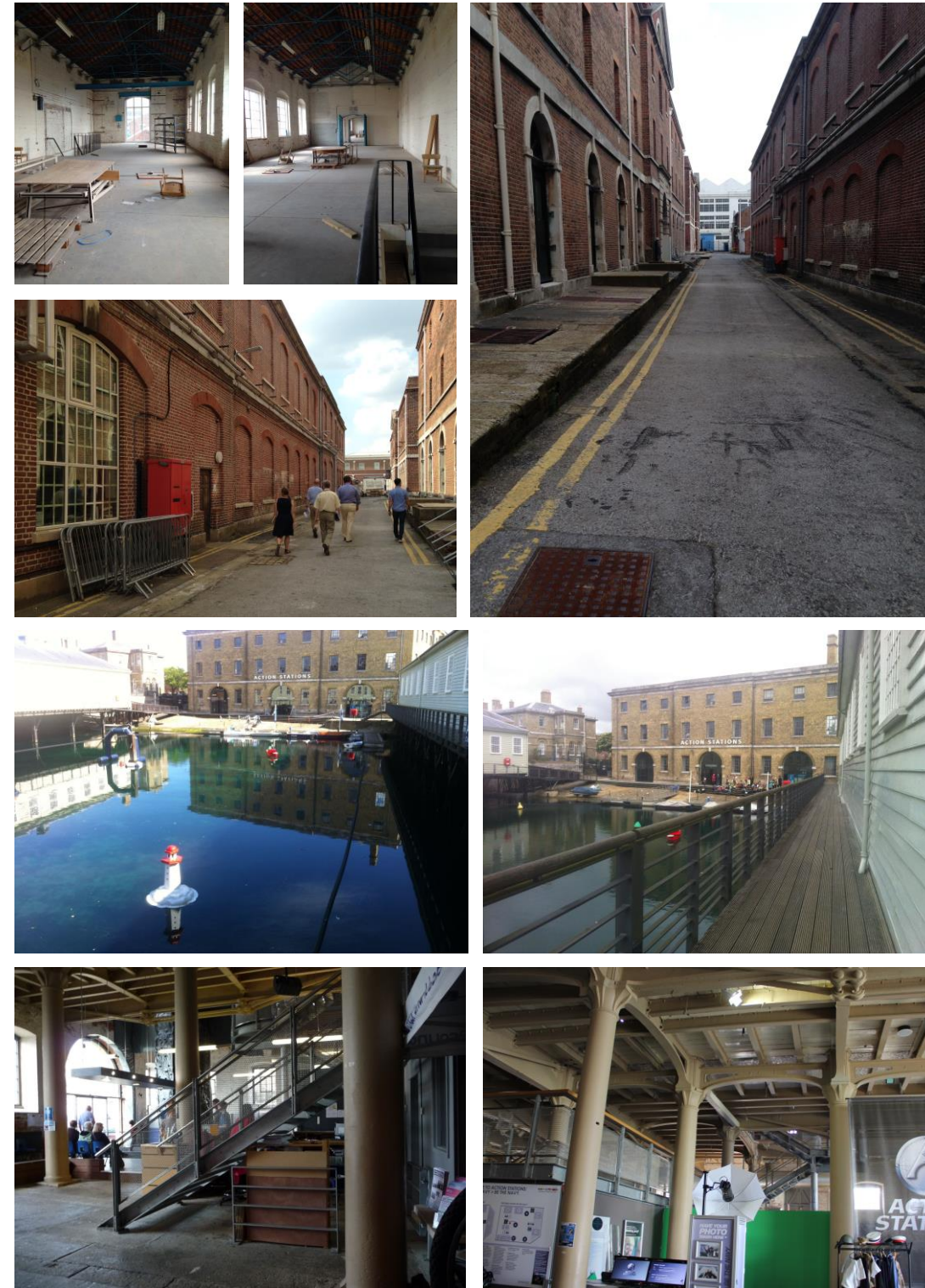
Local, low-income family, non-user

4.0 Our Plans

SeaMore will transform two separate buildings, set some 100 metres apart within Portsmouth Historic Dockyard. This section outlines the exciting concept plans for these the physical spaces which the project will transform, though naturally we expect the concepts here to be developed significantly through later stages of the project.

More important than the two separate buildings shown in the plans here is the single activity programme which will help develop them, and which can bring them alive once they are transformed – with many programmes drawing on the unique opportunities across the 2 buildings. Therefore as the concept for each area within the buildings is outlined, the description of the area also gives a sample activity for one of our target audiences which will be supported by the space. These can only be brief, so very much more detail of exactly what lies behind inspirational projects like ‘Mini Marine Movers’ or ‘Art in hiding’ is included in the supporting document, ‘Social Impact Assessment of SeaMore’.

The 100 metres between the buildings may be a physical barrier, but by uniting access to tangible and intangible heritage for our audiences we have planned to remove intellectual, physical and emotional barriers. Different methods of interpretation within the Centre for Discovery and the New Royal Marines Museum will combine to allow our users to See More.



4.1 The Centre for Discovery

The new Centre for Discovery will provide access to more than 2,000,000 items from the museum collections. By uniting and securing the future of collections which are currently hidden or dispersed, our users will be able to see this history anew, and we will transform ways of engaging and connecting audiences with this heritage.

For visitors

For visitors the Centre will provide unparalleled opportunities to get hands-on and to discover the Royal Navy's tangible heritage. The Centre will create a series of areas which provided a linked visitor journey. The Centre will deliver a different, radical model of access to collections – and not only because of the degree or range it will provide. The Centre will be different because we will involve others in the planning, arrangement and interpretation of activities and collections. We will work with individuals and groups from outside the Museum who can bring a unique perspective, and reveal new meanings, to historic collections. We will use digital technology to capture and share the expertise of our visitors and remote users.

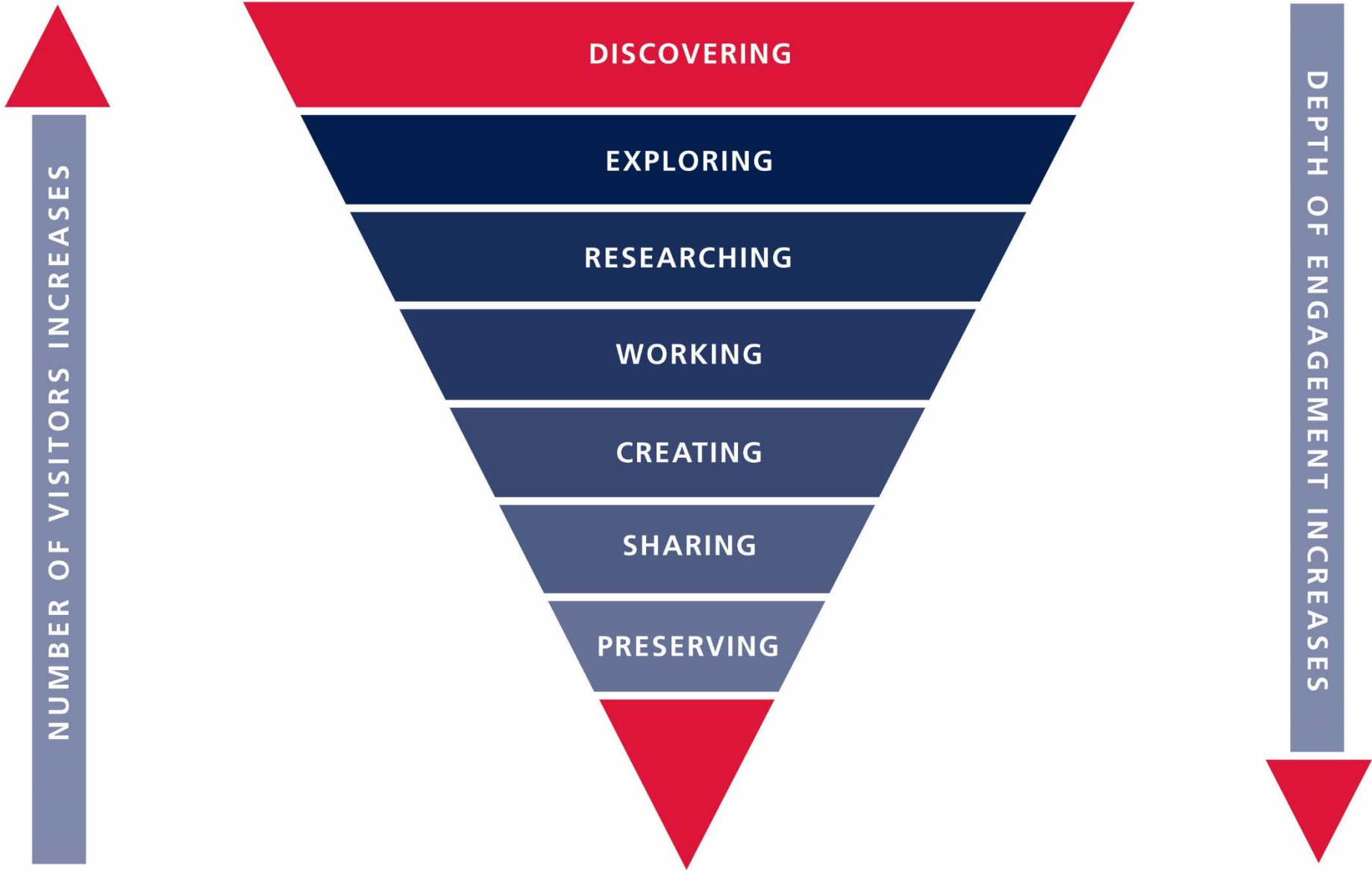
For collections

For collections the Centre will secure the future of collections across the Museum, transform their care and become the hub for collections activity (see separate 'Collections Management Plan, 2015-2020'). Planning for a Centre for visitors is integrated with planning to create a practical Centre, one which will provide the ideal environmental conditions for diverse collections and act to concentrate the expertise of our staff and volunteers.



Visitor Engagement

In the Centre visitors will be able to choose their own depth of engagement and which parts of the journey they complete. Whatever choices they make – whether they are discovering, creating, sharing or researching – all will use this unique heritage to develop skills and understanding.



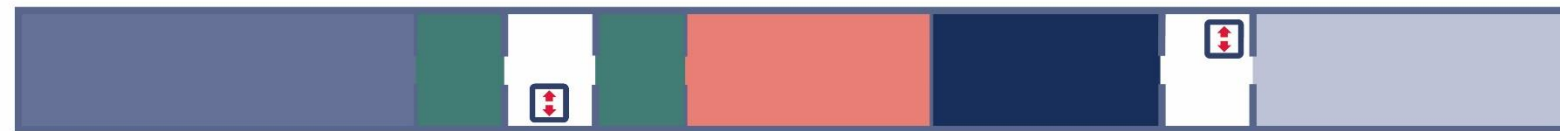
4.2 The Centre for Discovery – Building Plans

The Centre for Discovery will be created within the mid-Victorian dockyard storehouse, now known as Storehouse 12. Storehouse 12 runs directly behind the Museum’s exhibition galleries in Storehouses 10 and 11, allowing construction of a link which will allow visitors to flow directly into the Centre. Storehouse 12 is ideal for conversion into a fully accessible Centre. It is a major building of 2 floors with high ceilings, some 100m long; each floor is uninterrupted by pillars and divided into 3 sections, with lifts at both ends. Our concept plans to create exciting spaces for visitors, and to maximise the use of space for collections by selectively creating mezzanine floors – providing m² space overall.

CENTRE FOR DISCOVERY FLOOR PLANS



FIRST FLOOR ~ MEZZANINE LEVEL



FIRST FLOOR



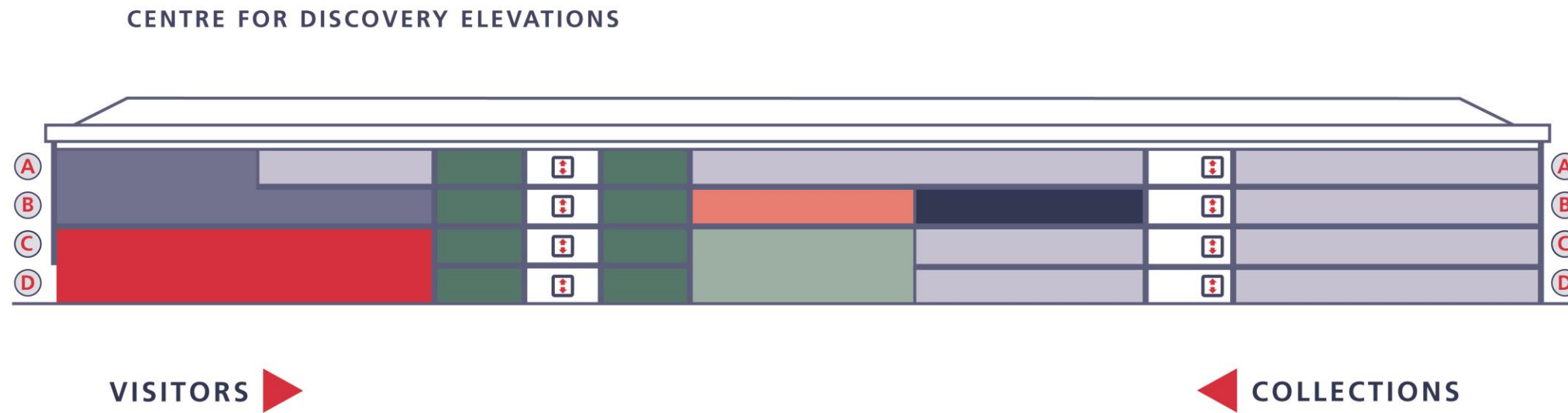
GROUND FLOOR ~ MEZZANINE LEVEL



GROUND FLOOR

- DISCOVERING
- EXPLORING
- RESEARCHING
- WORKING
- CREATING
- SHARING
- PRESERVING
-  LIFT

The sectional design of the building allows us to plan the flow of visitors and of collections through the building, and to plan for corresponding different levels of access and security.



- A** FIRST FLOOR ~ MEZZANINE LEVEL
- B** FIRST FLOOR
- C** GROUND FLOOR ~ MEZZANINE LEVEL
- D** GROUND FLOOR

- | | | |
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| <ul style="list-style-type: none"> ■ DISCOVERING ■ EXPLORING ■ RESEARCHING ■ WORKING | <ul style="list-style-type: none"> ■ CREATING ■ SHARING ■ PRESERVING | <ul style="list-style-type: none"> LIFT |
|--|--|---|

4.3 Concepts by Area

Discovering

The 'Discovering' area will act as an entry point allowing people to get uniquely close to the Museum's collection and begin exploring it. Visitors can discover what the Museum has chosen to preserve to record the Royal Navy's history and answer the difficult questions:

- What should we keep?
- What has not survived?
- Who and what is missing from this naval history?

The 'Discovery' area will let visitors investigate the evidence within individual artefacts by applying different skills. They will unearth new facts about the collection, and develop an understanding to apply in their journey through the rest of the Centre.

The current plan, with the selection of artefacts to be tested in the development phase, is to use a variety of senses and techniques – touch, smell, de-coding, dendrochronology, magnification, application of UV Light, examination of provenance - to answer questions:

Discovering			
What is it?	Who used it?	Is it real?	How unusual is it?
How old is it?	Where is it from?	What's it made of?	Has it changed?
Who made it?	Why did they need it?	What can it tell me?	What's missing?

The zone will be an exciting and dramatic space which uses the full height of the space to show large collection items. It will also provide a welcoming introduction to the Centre – with informal seating, alongside staff and resources to help orientate to activities in this and other zones.

Sample Activity:

'Guess the Mystery Object' handling area with artefacts chosen in line with audience needs and interests.



Exploring

The ‘Exploring’ area will create a dramatic mass cased display of the collections which rises vertically through all levels of the building.

This zone allows visitors to choose their own route to explore the collections. They will be able literally to travel through the collections, using a lift to take them to the top floor, or a staircase which gives access onto 4 different levels.

The current plan, to be tested in the development phase, is to structure the display of collections by type of material – providing mass displays of reserve collections for example of figureheads, ship models, flags, uniforms, art and musical instruments. We plan to work with experts from outside the Museum on the selection, display and interpretation of the collections– for example a fashion designer on uniforms, a naval architect on ship models.

The mass display will put on open display the very best from reserve collections – with the most sensitive material visible in pull-out drawers. The mass display will include digital interpretation resources which help our visitors explore and investigate further.

The display will be designed with flexibility; there will be an area to create ‘pop up displays’ – where groups can their own selection from the collections; there will be an area to show individual items - the very latest acquisition, or items which mark an anniversary or have particular resonance.

By showcasing a representative sample of the collections which are stored in the whole Centre it will serve as an eye-opening further exploration.

Sample Activity:

Community -curated ‘Pop-Up’ displays, audio-visual interpretation points developed in conjunction with disability groups.



Researching

In the 'Researching' area users will be able to investigate in more depth and extend their interest into the Centre's collections in store. The space will be fully accessible and designed for a wide range of visitors - students, family historians, specialists, academic researchers and site visitors – and rich in resources.

The current plan, to be tested in the development phase, includes:

- Staff and volunteers trained to answer enquiries and help researchers get started.
- Simple 'how to' guides.
- Resources structured around the Portsmouth Historic Dockyard site and its ships
- Access to a unique reference library collections
- Access to digital catalogue of all NMRN collections – including material on display outside or in reserve collections outside the Centre
- Facilities for the production of collections from store and arrangements for supervised visits to collections in store
- Virtual access to collections through a multi-touch table for browsing
- Opportunity to add and share their knowledge and expertise to the collections
- Playback facilities for listening to and watching digital collections
- Links elsewhere

This bright, light space with view over the Camber and into the Harbour will be accessible to all. No appointment will be necessary.

Sample Activity:

Online 'Memory Bank' where visitors leave personal recollections and information relating to artefacts.



Working

The 'Working' area will be a practical space; a space for the staff and volunteers to work on the reception, assessment, conservation, photography and research of collections, and a space where groups can learn about this work.

A Collection and Conservation area will allow staff and volunteers to:

- Work on collections within the Centre.
- Create a dedicated area for receiving new collection, including a quarantine area and temporary object store.
- Process collections and prepare for transfer and storage elsewhere
- Photograph and digitise collections
- Conserve and mount collections for exhibition and display at sites across the National Museum and on loan

A Volunteer Space will be created for those who are working alongside staff to relax and chat, and to eat and drink on a tight budget – all things which feedback has suggested are important. The space will act as a central contact point for all volunteers working across the Centre, a point of contact for the Volunteer Co-Ordinator and the place for flagging up opportunities, training and events.

Sample Activity:

Skills-based activities and training programme such as how to clean a medal, how to store paper archives, how to pad uniforms/clothing for storage.



Preserving

The Centre includes significant areas dedicated to storing and preserving the Museum's unique collections. They are adjacent to the 'working' and 'researching' areas of the Centre to allow for easy movement of collections, with mezzanine floors to increase the density of storage.

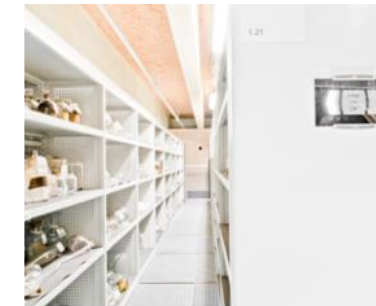
These are secure storage areas with appropriate environmental conditions and light control, so access by visitors will require supervision. However, we believe that there are significant opportunities to bring groups, specialist tours and specialist researchers into these areas, as part of an escorted visit, to see collections in depth.

During the development phase of the project we will consult on the arrangement and layouts of collections in these areas to maximise access. Within these spaces we currently plan for:

- Open storage for artefacts suitable to have on open view.
- Links to digital catalogue of these collections – with the opportunity for visitors to add and share knowledge and expertise.
- Spaces for displaying art, textile, archive and other collections not suitable for open display.
- Supervised study areas where visitors can study which cannot easily be taken to the 'Researching' Area.

Sample Activity:

'Meet the Expert' events and 'Behind the Scenes' themed tours. 'Art in hiding' project.



Creating

The 'Creating' space is a dedicated, safe space where different types of learning can take place. It will be welcoming and enticing, well-ventilated with natural daylight and good acoustics to improve the attainment and experience of learners using the space.

- It will be a fully adaptable, flexible space, fit for multi-purpose, multi-age use that will allow us to cater for the widest possible audiences including those with additional needs.
- It will be the main focal point for booked and drop-in activities with the under 5s, families, schools, teenagers, adults, scouts/guides and community groups.
- It will be a contained space that is clearly distinguishable from the rest of the Centre for Discovery but with easy access to the displays, collections and other key areas such as the toilets.

The 'Creating' space will be inspiring - not just another classroom - sophisticated enough to attract all ages and equipped to deliver a wide range of activities from art to online discussions, discovery-based learning with artefacts and digital workshops.

Sample Activity:

Formal and Informal Learning Programmes offering activities across the target audiences.



Sharing

The 'Sharing' area will let staff, volunteers, visitors and groups share knowledge, interest and activity. This large space will be flexible and is designed to support a variety of activities from small group work to formal presentations, etc.

- It will become the base for an enhanced programme of conferences, lectures, seminars and book launches created by the Museum and partners.
- It will be used for activities with booked groups, including formal education groups, local and community groups, clubs and associations.
- It will be the meeting space for specialist historical groups and affiliate organisations, including the Royal Marines Historical Society, Naval Dockyards Society, to the Coastal Forces Heritage Trust.
- It will be a space for simple orientation – training and the starting points for groups starting tours behind the scenes.

This bright, light space on the First Floor is large enough to be re-configured for seminars, presentations and group visits. It will include spaces for refreshments, and for the production, handling and examining of collection items which are the focus of group activity.

Sample Activity

Café Scientifique-type debates and Innovation Lab events.



Students Examining the Jutland Damage report

4.4 The New Royal Marines Museum

The New Royal Marines Museum in Boathouse 6, at the very heart of Portsmouth Historic Dockyard, will place the 350-year history of the Royal Marines firmly within the story of the Royal Navy. For the first time the story of the Royal Marines – a national story, but also a story with impact across the globe – will be told in a building appropriate to its scale. These outline plans, which we have developed following extensive audience research, will transform access to this story – developing exciting new programmes and activities, and increasing visitors four-fold.

For Visitors

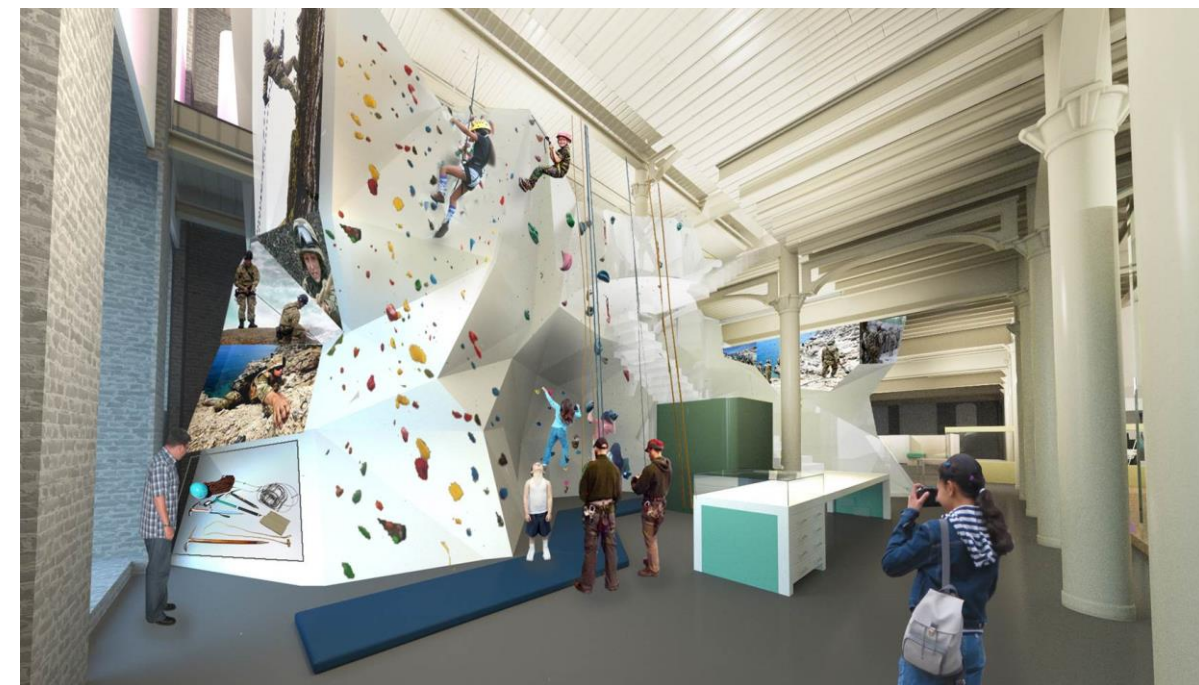
For visitors the New Royal Marines Museum will share the intangible heritage – the spirit, values, history and traditions – which make up the distinctive identity of Royal Marines. It will examine how the Corps' reputation for daring, courage and heroism has developed; it will examine the unique environments in which the Marines have trained and fought; it will look at the impact of casualties on individuals and families, and at the Corps Family's response.

To communicate this unique heritage we have drawn on visitor research to plan a different museum approach. We plan for a Museum which allows for many physical and cognitive activities – activities that are linked to the Marines' work at sea and on land. We plan for a presentation that starts with the recent, familiar image of the Royal Marine Commando - as seen in Iraq and in Afghanistan – and then works backward. A thematic presentation will use the richness of our collection to make links between present and past, showing where the Marines' history offers parallels and where it demonstrates change and development.

For Collections

For collections the New Royal Marines Museum gives the opportunity, not only to share more of the rich collections with more people than ever before, but to show significant types of equipment that cannot currently be displayed. Moving from a beautiful, but cramped Victorian mess building into Storehouse 6 make it possible to display equipment essential to Marines who operate uniquely 'by land and by sea' – the Falklands landing craft F7, the Sioux helicopter, the Viking armoured vehicle.

Creating the New Royal Marines Museum will require the relocation also of over 1 million collection items. The SeaMore project will secure the future of these collections in the Centre for Discovery, co-ordinate and transform access.

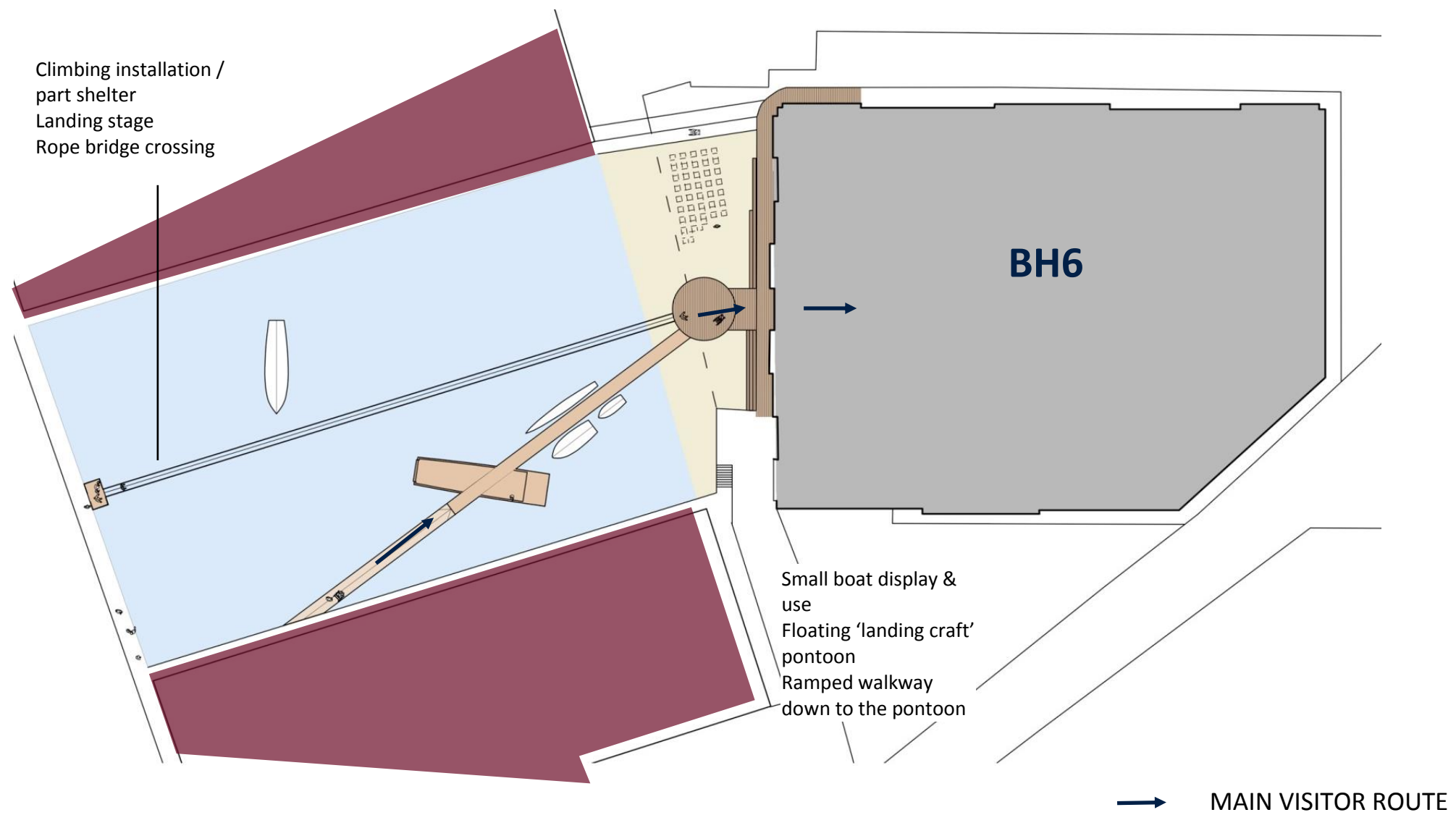


4.5 The New Royal Marines Museum – Building Plans

The New Royal Marines Museum will be created in Boathouse 6, a magnificent building which across two floors allows 3000m² of exhibition and activity space. These drawings illustrate the initial concepts for the floor plans of the new Museum; we would expect to further test and develop these during the next stage of design.

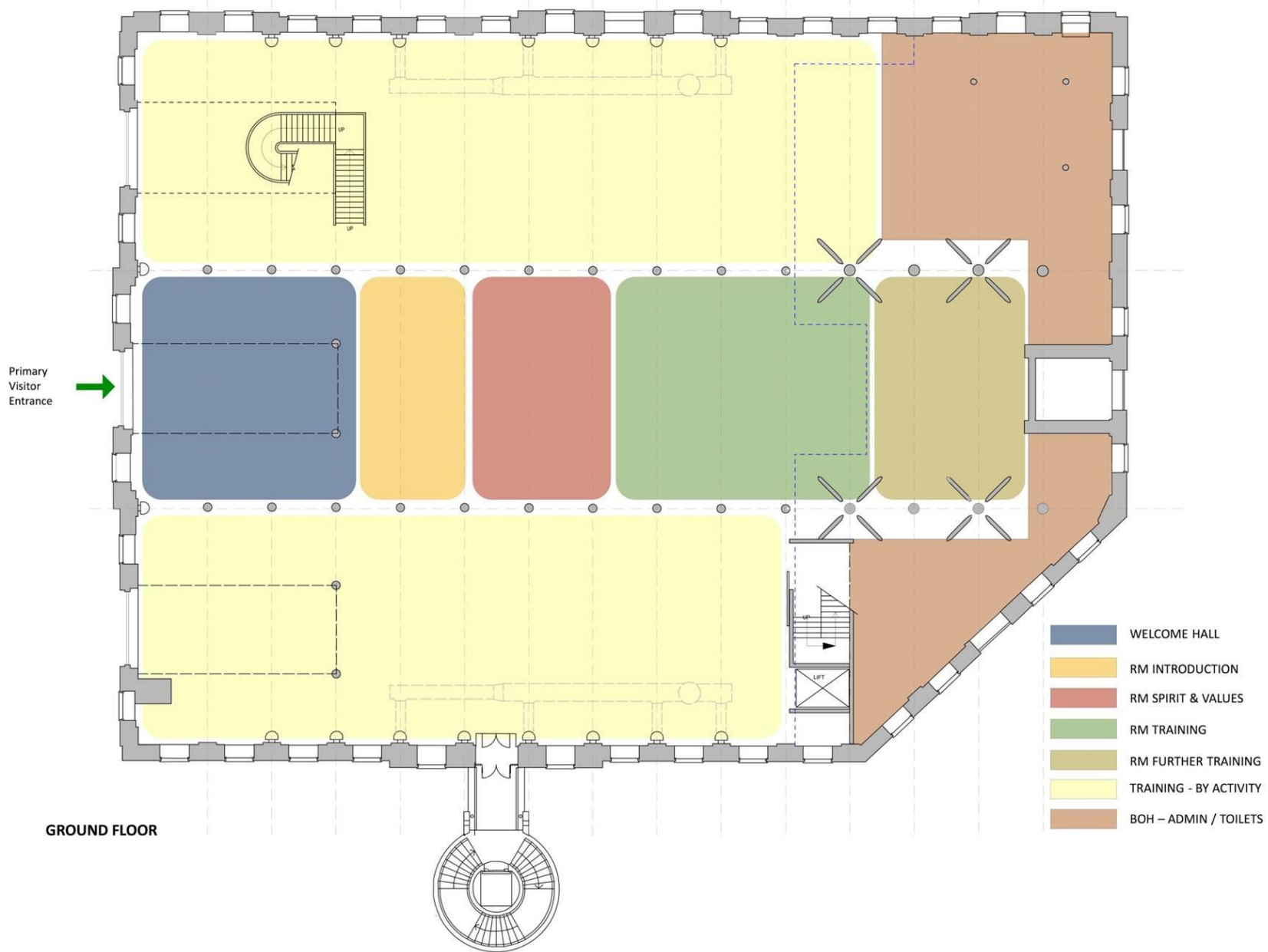
Visitor Approach

Visitors will be able to approach the New Museum across a new walkway built across the Mast Pond. Literally following the purpose of the Royal Marines, they will arrive by water.



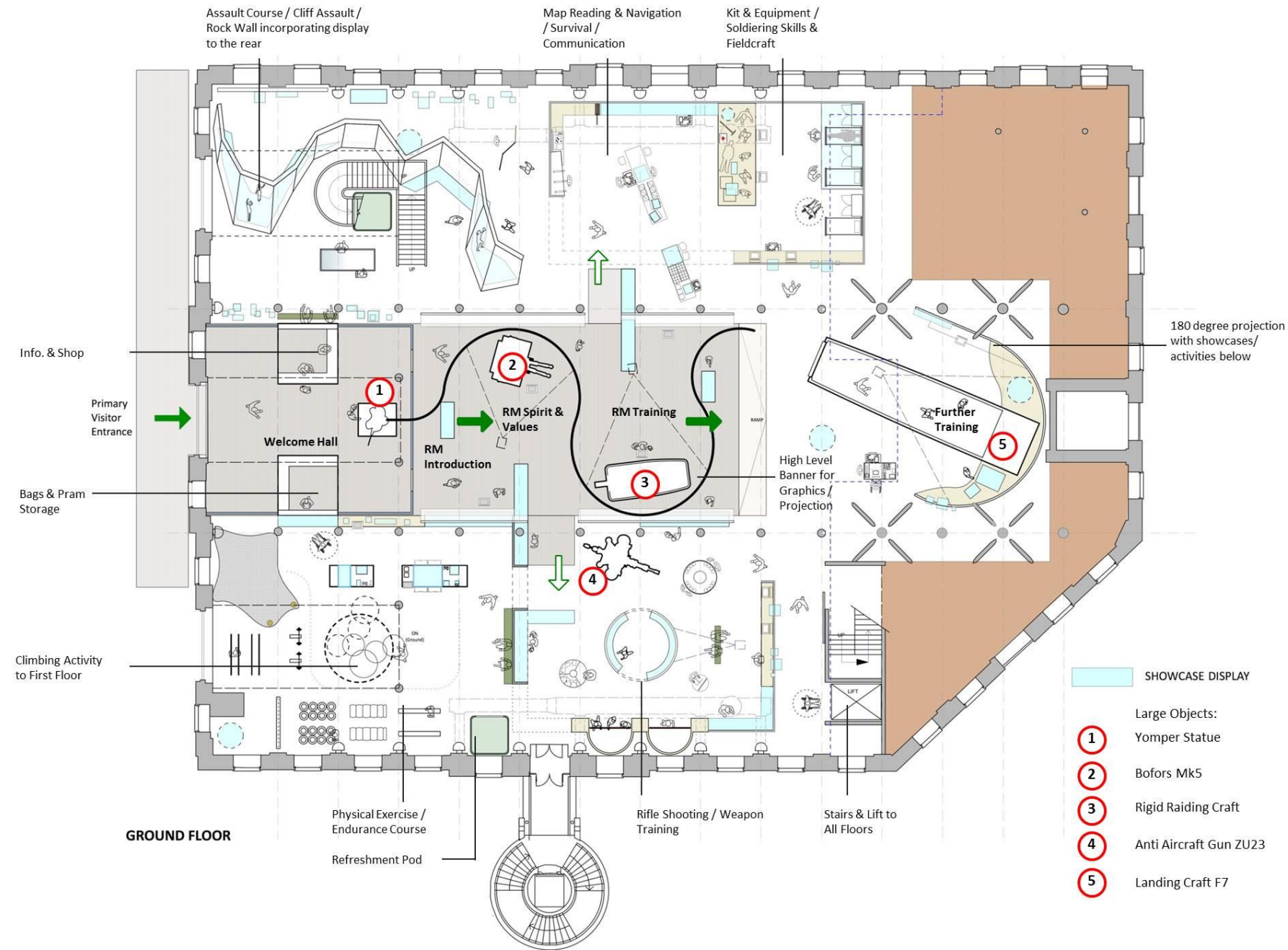
Ground Floor Content Plan

The Ground floor will welcome and orientate visitors, introducing them to the basic concept of the 'Marine' and the spirit and values of the Royal Marines.



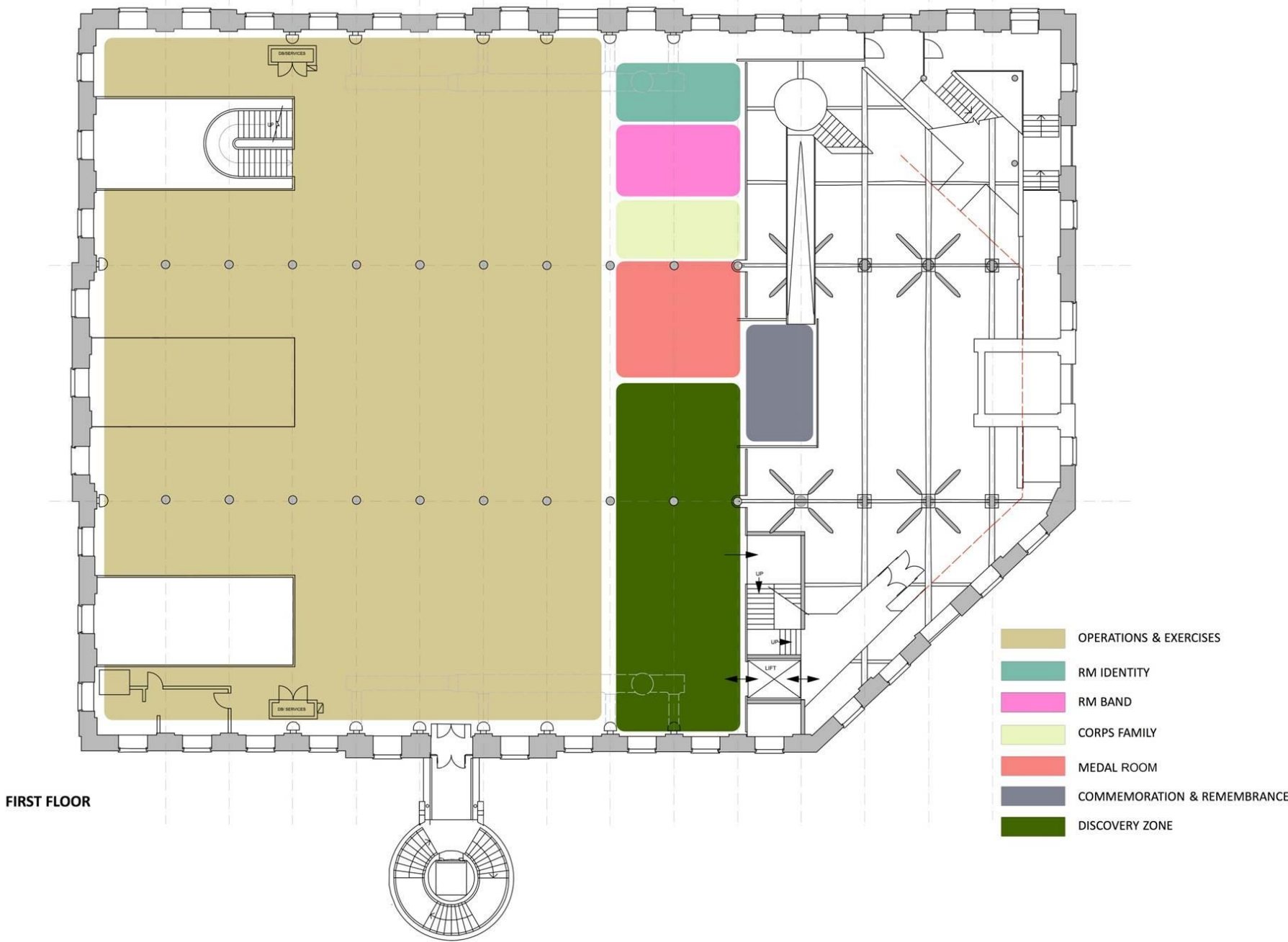
Ground Floor Plan

The largest theme on the Ground Floor will focus on the physical training required by Royal Marines – these spaces will be rich with physical activity.



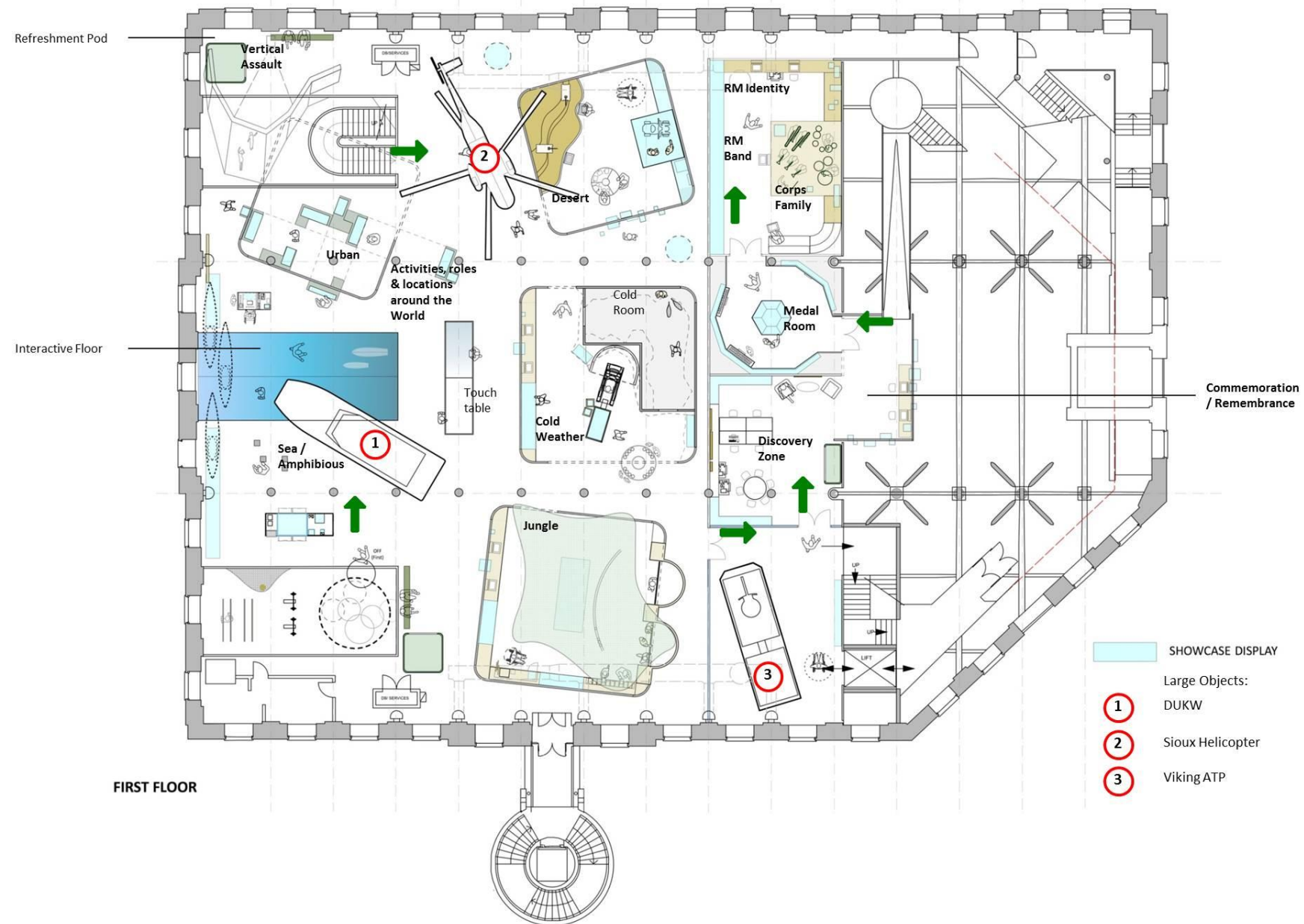
First Floor Content Plan

The First Floor will examine the long history of the Royal Marines. It will show particularly how through time Marines have operated across the globe, adapting in different periods to land from the sea, and to serve in extreme environments – the arctic, jungle and desert.



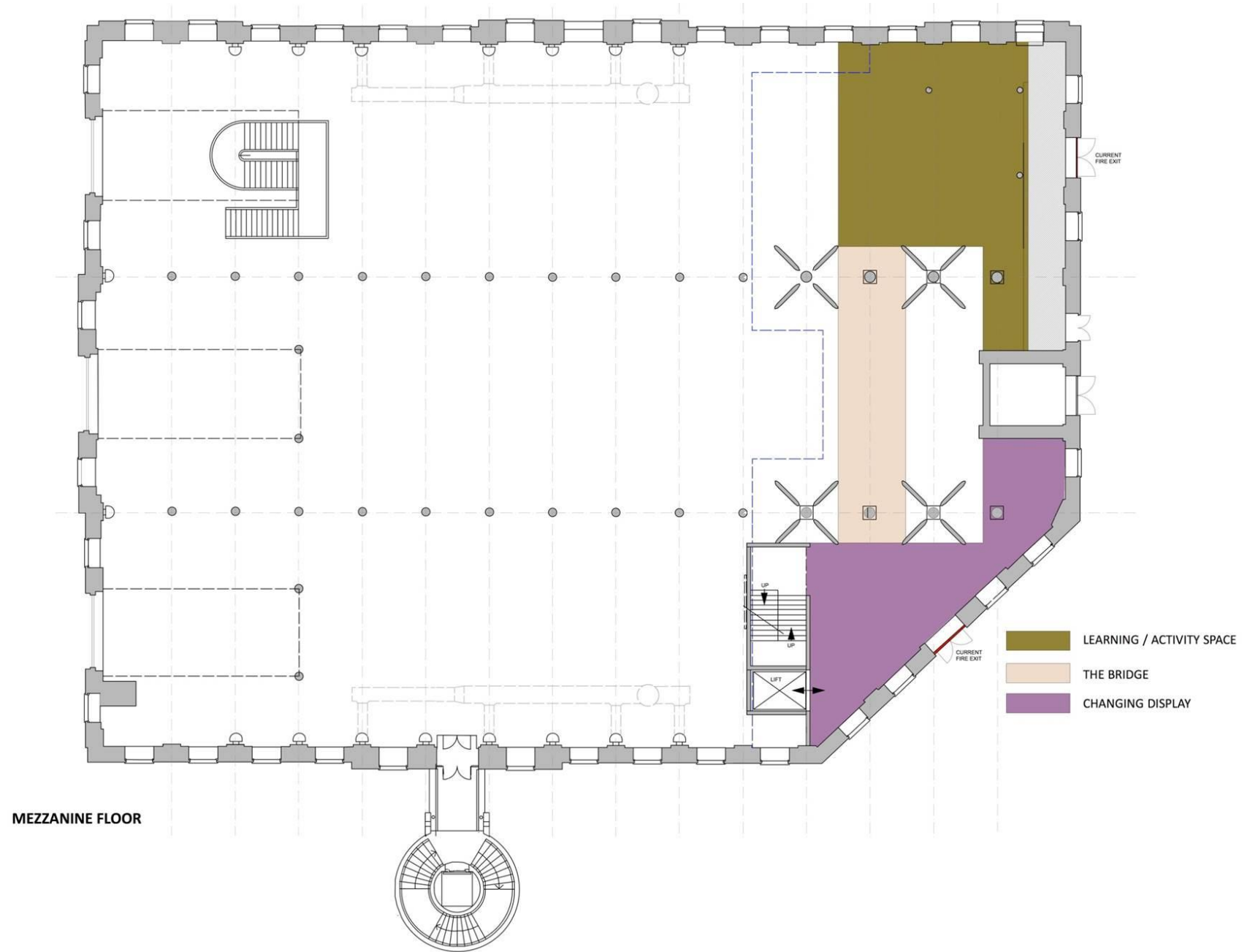
First Floor Plan

The thematic arrangement continues, allowing different areas to have a different interpretive approach. It includes space to reflect on the impact of conflict, on sacrifice and on remembrance.



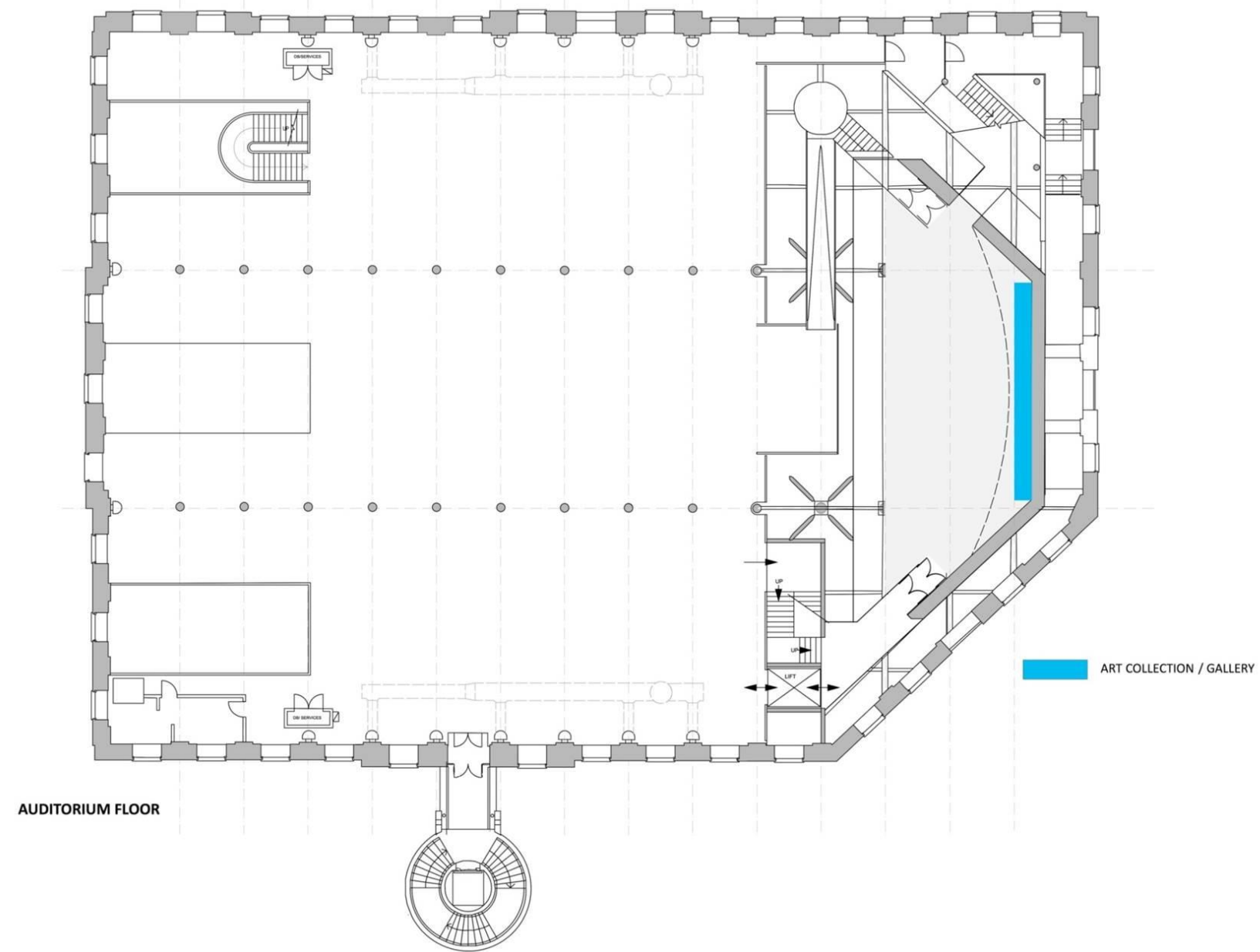
Mezzanine Floor Content Plan

The building's height provides a mezzanine floor as part of access to the First Floor. This includes a secure, separate space which is ideal as a starting point and base for formal learning groups visiting the Museum.



Auditorium Content Plan

The Royal Marines School of Music is based just ½ a mile away from the New Museum. The existing auditorium of 275 seats is an ideal venue for musical events; plans are already in place for musicians of the Royal Marines Band Service to bring their music to the Museum



4.6 Concepts by Area

'What is a Royal Marine?'

This area introduces the concept of the 'Royal Marine' and what makes them unique. It examines what makes them different, and why - despite the fact that Marines serve on ships, fight on land and regularly use aircraft - they are unlike any other branch of the Royal Navy, Army or Royal Air Force.

The area gives visitors the information to understand and enjoy the rest of the Museum. It will be lively, interject excitement and stimulate curiosity, setting the tone for other sections.

What Is a Marine and what sets them apart?

- Sea *and* Land
- Part of the Royal Navy
- Different terrain/environments/climates
- Varied missions and operations
- Key words and symbols: 'Royal Marine Commando'; 'Green Beret'; 'Globe & Laurel'
- Legendary/Reputation
- Adaptability/Great Survivors
- Uniqueness
- Mental Robustness/'Body + Mind'

Sample Activity:

'Do you make the grade?' recruitment interactive.



'Spirit and Values'

This area explores the characteristics that govern how the Royal Marines work and that guide their actions. Each characteristic will be explored through a modern example which is contrasted with an example from the past – drawing on a mixture of personal accounts, artefacts, medals, visual images and audio from the collections. One example will be the attitudes displayed:

In 2010 when during the difficult tour of Afghanistan by the men of 7 Troop 40 Commando when they joined together to describe themselves as a 'Band of Brothers'.

In 1918 when the men of the 4th Battalion, specially raised for the Raid on Zeebrugge, held together and re-organised during an operation that turned out very differently to the plan.

Spirit & Values

- Courage – overcoming fear and not giving in to it
- Determination – self-belief to not give up; physical + mental stamina to keep going
- Adaptability – adapt to changing conditions; flexible; think on your feet
- Excellence – high professional standards, even when under pressure
- Integrity – doing the right thing; trusted and respected
- Self-Discipline – judging/acting to the highest standards, even when things are really difficult; don't let things slip
- Humility – always ready to learn from a variety of sources; don't know it all
- Unity/Brotherhood – one strong united team; all work together
- Unselfishness – work for others and team
- Commando Humour – see funny side when things are really tough; help others handle pressure and pull through

Sample Activity

'What would you do?' Debate film where visitors select an option and then see if it matches the Royal Marine response.



Training

Royal Marine Commando training is the longest and most arduous infantry training in the western world. This area examines the training required to become a Marine and the specialist skills that have to be gained during a career. Our audience research has shown that that physical fitness, the legendary assault course and 30 mile speed march are what people first think of in connection to the Royal Marines.

Visitors will gain insight into why people join the Marines, what training is like and what is required to pass the final gruelling tests to become a Royal Marine. The starting point will be Marines today, and how particular training is used in operations, but it will compare modern methods, equipment and kit with those used in the past.

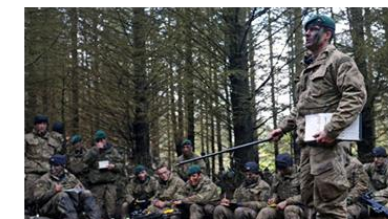
This section will have a high degree of active interpretation integrated into displays – giving visitors a chance to see how they measure up to modern Commandos. Though each training activity will be stand alone, some activities can be linked, for example camouflage can be linked to weapons training. Physical and cognitive activity will sit alongside material drawn from the collection, including the voices and reflections of Marines going through training.

Training

- Why do people sign up?
- Expectations, fears and feelings before, during and after
- Reflections on how tough it is, what it teaches and how useful it is later on.
- The longest and hardest training course
- Officers and men do same course, creating a shared experience
- Different elements to create a flexible, amphibious force.
- Specialist skills both physical and intellectual: weapons training, rope work, camouflage, navigation, survival skills
- Specialised roles – some known, some unexpected e.g. ‘Assault Engineer’; ‘Drill Instructor’, RM Band training
- History contrasting 1664 to Victorian to Second World War and the birth of the Commando/ original training course at Achnacarry.
- Specialist kit e.g. Hand-held weapons (significance of the Commando dagger), telescopic sights, night vision goggles

Sample Activity:

‘Get your kit’ interactive – matching the specialist equipment to a specific task.



Operations and Exercises

The symbol of the Royal Marines is the 'Globe and Laurel'. Over the 350 years of their history, the Royal Marines have operated around the world, from Gibraltar (1704) to the Falklands (1982), from India (1857) to Russia (1918). This area moves on from training to focus on real operations.

This area will allow visitors to explore where the Royal Marines have been in the past and where they are operating now. A multi-screen, multi-touch table will let users move through time; artefacts collected from across the globe will examine the impact of the Marines on different countries and communities.

The area will explore the different roles which Marines have undertaken in operations, and look at the different environments around the world in which Marines have served - the sea, the jungle, the Arctic, the desert - and in particular how they have adapted to different environments.

Over centuries the Royal Marines have been involved in more than just combat. Visitors can explore their involvement in a wide spectrum of activities, including:

- Peacekeeping
- Humanitarian Relief
- Crisis Prevention
- Counter-Piracy and Fleet Protection,
- Maritime Security and Nuclear Protection

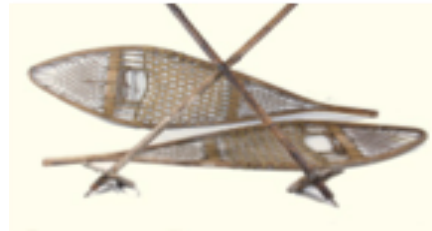
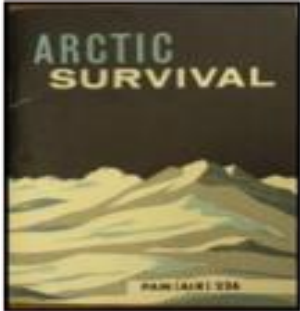
The richness of historic collections will be used to make parallels between the past and the present, for example:

Between 21st century Commando training in Norway and the Royal Marines who served through the winter in North Russia during the Civil War, 1918-19

Between the flood relief provided in the UK winter of 2013/14 and the relief provided during the Bangladesh Floods of 1971.

Sample Activity:

'At home and abroad' touch screen interactive and related investigative challenge activities.



Royal Marine Corps

This area will focus on 'The Corps Family', a key concept within the Royal Marines, where consideration is given to the welfare of Marines, from the start of service as cadets, right through to life as a veteran. It will examine the implications for the wider family of being a Marine - including the effects of sudden postings on a Marine's family, and the impact of injury, rehabilitation and disability

Royal Marines have been at the sharp end of recent conflicts; many individuals have displayed gallantry; many have suffered life changing injuries or been killed – with 61 men of 3 Commando Brigade being killed in Afghanistan. We know from audience research that visitors wish to address the subject of sacrifice, commemoration, remembrance and memorial.

Here, the displays will be devoted to this subject and will aim for an emotive, reflective, experience. It may include film and music as an artistic response, personal accounts of the impact of losing a comrade or family member in action, and a space for reflection. The area will include the RM Medal Collection, where visitors can find out the personal stories behind many of the awards.

Sample Activity:

'In the course of duty' intergenerational film with injured service personnel and local young people with disabilities



5.0 Our museums and Portsmouth Historic Dockyard

5.1 Portsmouth Historic Dockyard: Now

Portsmouth Historic Dockyard is one of Britain’s iconic visitor experiences, blending past, present and future. Nowhere else can you see: the only surviving 16th century warship (the Mary Rose), the unique 18th century battleship where Nelson fought and died (HMS Victory), a 19th century deterrent (HMS Warrior 1860) and the last survivor of the ill-fated Gallipoli campaign HM Monitor No.33. Nowhere else can you see world-class museum collections, an activity centre for younger visitors (Action Stations), and enjoy a unique opportunity to get out on the water and see the modern Navy at work.

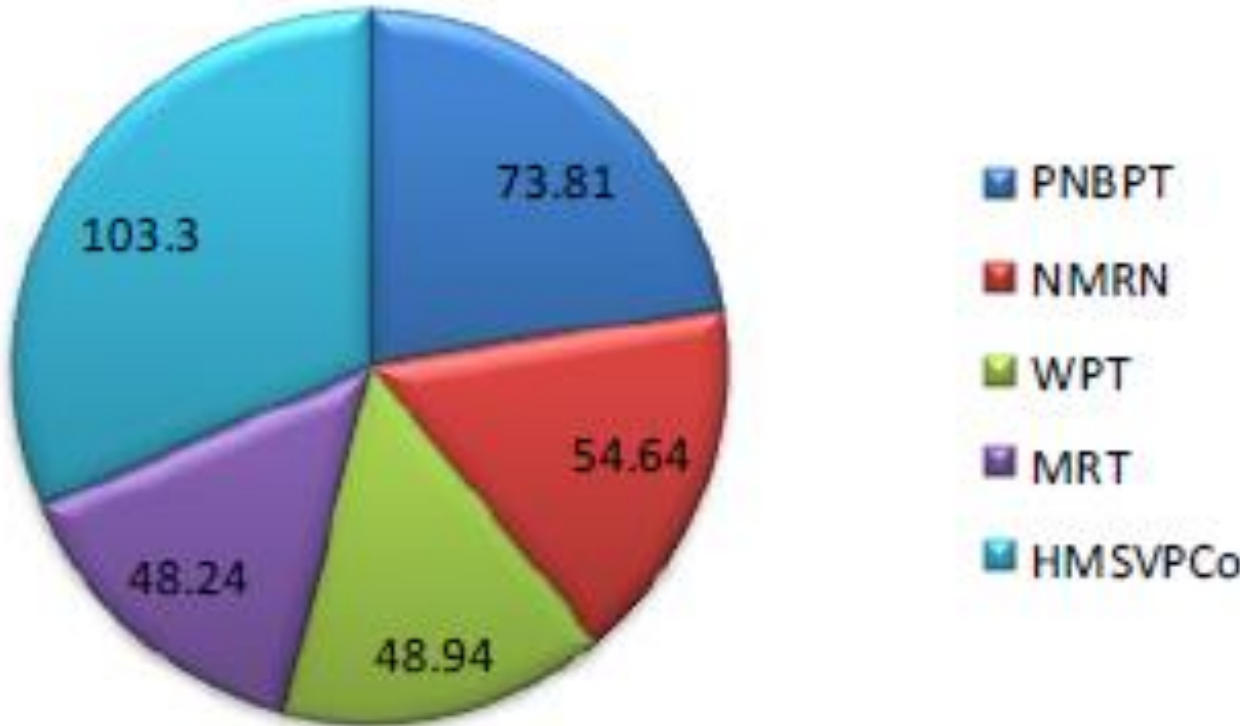
From small beginnings the Historic Dockyard has grown over the last 100 years through key investments in new ships, museums and attractions.

- 1911 – Dockyard Museum
- 1922 – HMS Victory
- 1982 – Mary Rose
- 1987 – HMS Warrior
- 1994 – Dockyard Apprentice
- 2001 – Action Stations
- 2015 – HMS M.33

Since 2013 the partners within PHD have increasingly recognised the importance of attractions lying outside the immediate close boundary of the Historic Dockyard, A free waterbus now links our seasonal visitors directly to The Royal Navy Submarine Museum and HMS Alliance - Britain’s only Second World War Submarine – as part of the All Attractions ticket. This extension of the Dockyard boundary has encouraged return visitors and played a crucial role in the promotion of the site as a value for money visit.

In the period from 1986 to 2014 the partners in the Dockyard between them have invested just short of £136,500,000. It is no therefore no surprise that with this investment visitor numbers have risen dramatically from less than 350,000 five years ago. In 2014-15 attracted 793,000 visits to the Historic Dockyard, together with 124,000 to the Submarine Museum, 30,000 to Explosion and 33,000 to the Royal Marines Museum which now forms part of the All Attraction Ticket. Collectively this increased footfall led to over 2,000,000 visits to the individual attractions during 2014-15.

Adjusted to current values partners within Portsmouth Historic Dockyard have invested £329m in between 1986 and 2014.



5.2 Portsmouth Historic Dockyard: Future

‘Bringing our Navy story alive: uniquely inspirational and moving’

Having invested £136m in the Historic Dockyard, and at Explosion and the Submarine Museum, the partners reviewed their development strategy across 2013-2014. (See supporting document ‘Portsmouth Historic Dockyard Strategic Overview, August 2015’). This review took place in the context of the potential for the first significant transfer of land and buildings to enlarge the area of the Historic Dockyard, since the creation of the Portsmouth Naval Base Property Trust in 1986.

From the review it was clear that *even at this level of visitation* the £7.5m generated each year in ticket income for partners is not enough to sustain the site. It is only financial resources flowing in from outside visitor income allow the Historic Dockyard to survive.

The new masterplan for development, created by partners, aims to: [Property]

- Create a site-wide, integrated and emotionally-compelling visitor experience
- Improve and extend the infrastructure to support that visitor experience

Only by delivering on this development can we build to a million visitors a year within a relatively short timeframe and ensure that the site, taken as a whole, is able to reach economic sustainability.

At the heart of the new masterplan is a new vision: ‘Bringing our Navy story alive: uniquely inspirational and moving’

This new vision is underpinned by our three core brand values:

- Courageous,
- Authentic
- Personal

The partners unanimously agreed that the focus of the experience in Portsmouth Historic Dockyard should be telling the broad story of the Royal Navy and its impacts. While we should tell the story of the role of Royal Dockyards played in supporting the Navy, we should not be in the business of telling a story limited in scale and scope only to the Dockyard in Portsmouth. In choosing this approach we were mindful of the assets of national importance based here – and which might become based here - as well as of the buildings themselves. From national assets flows national rather than simply regional significance and importance.

Within the strategy the immediate priorities for development funding are:

- Mary Rose Trust: Final phase of new Museum
- HMS Warrior: ‘Revealing the stories of shipwrights and sailors’
- NMRN: ‘SeaMore: creating the newest national collection’
- Portsmouth Naval Base Property Trust: ‘Economic Re-generation of Priddy’s Hard

Future priorities, which support the key aims of the masterplan to create a site wide experience and improve infrastructure are:

- Orientation Centre within Boathouse 5
- Hard Landscaping Plan



5.3 Our Project and Portsmouth Historic Dockyard

The SeaMore project has been planned and re-shaped to co-ordinate with Portsmouth Historic Dockyard's strategy.

SeaMore delivers the vision for the Dockyard

- SeaMore deepens the Dockyard's connection to our naval story, and tells a story of national scale.
- SeaMore is authentic and personal; it delivers access to the tangible heritage of the Royal Navy.
- SeaMore emphasises the intangible heritage of the Royal Marines and identifies with the values of the Dockyard's new brand.

SeaMore helps build visitors

The independent economic impact study by the University of Portsmouth concludes that:

- SeaMore will increase visitor numbers to Portsmouth Historic Dockyard by 7-8%, more than half of whom are new visitors:
- SeaMore appeals to new types of visitors including those that it has been difficult for our heritage to traditionally reach

SeaMore creates a compelling visitor experience

- The New Royal Marines Museum will bring new, focused physical activity to the site.
- The project will make emotional connections between our visitors and our story
- The Centre for Discovery will bring new opportunities to the site to deepen engagement and to: discover, explore, create, research, and share

SeaMore creates a site wide integrated experience

The Centre for Discovery is at the physical heart of the Dockyard; with our increased understanding of visitor flow across the site it is also ideally placed on the visitor route.

The Centre for Discovery can also be at the intellectual heart of the Dockyard and the wider harbour. It will link interpretation from the NMRN's ships and buildings across the site – from Explosion, the Royal Navy Submarine Museum, HMS M.33 and HMS Victory to the unique collections in the Centre for Discovery. It offers the opportunity to extend this to partner collections who choose to join such as the Mary Rose and HMS Warrior. Visitors who wish to discover, explore and research these collections can then deepen their engagement at the Centre.

SeaMore improves and extends the infrastructure to support visitor experience

SeaMore uses Storehouse 12, a key building which will be released for the project. It is only available now; the NMRN has a priority call on the buildings and it has been agreed to offer this for our use at nil rent.

Links to other local strategies

Beyond the Dockyard the project has been developed to help deliver local strategies:

The move of the Royal Marines Museum from Eastney, and releasing land for development is a key part of Portsmouth City Council's 'Sea Front Strategy'

Appendix 1: Supporting Documents

This project outline is supported by the following key documents:

'The NMRN: The First 5 Years'

'The NMRN: Collections and Stories'

'Economic Impact Assessment of SeaMore', by the Economics and Finance Department, Portsmouth Business School, University of Portsmouth, November 2015

'Social Impact Assessment of SeaMore', by Deborah Hodson, Head of Engagement and Learning, National Museum of the Royal Navy, November 2015

'Portsmouth Historic Dockyard Strategic Overview, August 2015'