



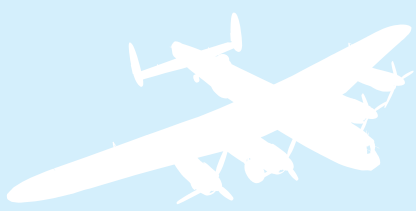
 **ROYAL
AIR FORCE** **museum**

ANNUAL REVIEW | 2012 – 2013

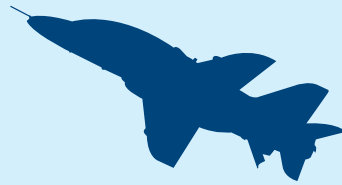


“ A totally wonderful museum! I visited this museum on the recommendation of a friend... a good friend. This museum would be of interest to any visitor. ”

Visitor, October 2012



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“ I am particularly proud of the ongoing success enjoyed by the Museum’s Michael Beetham Conservation Centre and its apprenticeship programme.

Sir Glenn Torpy, Chairman **”**



CHAIRMAN'S INTRODUCTION



This year has been a pivotal one for the Museum. Besides marking the Museum's 40th Anniversary, it was also a year of transition as we created the foundation for both our contribution to the national programme commemorating the First World War Centenary in 2014, and the celebration of the Royal Air Force's Centenary in 2018.



The 23rd of November 2012 marked the 40th Anniversary of the opening of the Royal Air Force Museum by Her Majesty The Queen. The Trustees used the anniversary to re-examine the Museum's purpose and vision. We concluded that :

Our purpose is to tell the story of the Royal Air Force through its people and collections.

This means that:

- For our visitors, we make our collections and the RAF story relevant and stimulating
- For current and former RAF personnel and their families, we preserve, honour and share the stories of their service
- For our nation, we help people to understand the impact of the RAF in the world

Our ambition is to ensure that the Royal Air Force's story endures and enriches future generations.

To realise this ambition, we have to seek innovative ways to increase revenues. We have had notable successes in securing sponsorship for curators and in obtaining funding for new apprentice places. We have also obtained a substantial grant from the National Heritage Memorial Fund to assist with the Museum's ongoing plans for the recovery and conservation of the Dornier Do 17. Funding was successfully secured from the Esmée Fairbairn Foundation for the creation of a First World War digital archive and the first steps have been taken in the development of an innovative and exciting First World War exhibition that will open to the public in Autumn 2014.

The Museum has continued to strengthen its links with the Royal Air Force to ensure that the Service's heritage is effectively managed for the long-term. The Royal Air Force's Centenary in 2018 is a significant milestone for the Service and the Museum plans to use this important opportunity to transform the way we tell the Royal Air Force's story so that we broaden the Museum's appeal and provide a more exciting and informative experience for our visitors.

Throughout the year, both London and Cosford continued to strengthen their presence within their local communities. Indeed, it is indicative of the Museum's position within

the local community that Cosford was chosen to host Shropshire's commemoration of Her Majesty The Queen's Golden Jubilee Pageant, which Her Majesty attended, accompanied by our Royal Patron, His Royal Highness The Duke of Edinburgh. Our volunteers were fully represented at this event, reflecting the important contribution they make to the Museum at both sites. We have decided to build on this foundation by creating wider opportunities for volunteers across a greater range of activities.

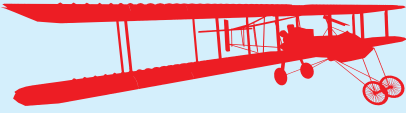
I am particularly proud of the ongoing success enjoyed by the Museum's Michael Beetham Conservation Centre and its apprenticeship programme. Laura Pringle was crowned 'National Intermediate Apprentice of the Year' in November and London employed its first two apprentices in October.

None of this success would be possible without the dedication and hard work of our staff. Nor would it be possible without the aid of our major sponsors and donors, the Ministry of Defence, our colleagues in the Royal Air Force and the assistance of the wider Royal Air Force Family. I would like to take this opportunity to thank them all for their continued investment and support for the Museum.

Sir Glenn Torpy, Chairman of the Board of Trustees



“ *A new fundraising strategy has been the basis for considerable progress in securing sponsorship to support exhibitions, collections and curatorial staff.*
Peter Dye, Director General **”**



DIRECTOR GENERAL'S REPORT



I am delighted to be able to report on another successful year for the Royal Air Force Museum. A year in which we have achieved a great deal while laying a solid foundation for the future. Yet again, however, this has only been possible because of the dedication and hard work of staff, apprentices, volunteers and our many supporters.



The year 2012 – 2013 saw the Museum continue to build on its previous accomplishments, while preparing for future success. A new fundraising strategy has been the basis for considerable progress in securing sponsorship to support exhibitions, collections and curatorial staff – with three new posts created for the first time: the Cross and Cockade Photographic Curator; the Alan Cobham Curator; and the Digitisation Officer.

As part of the Museum's ongoing plans for transforming the London site, we have continued to consult internal and external stakeholders – both visitors and the local community – on a range of projects including the development of the Museum's First World War Exhibition at London and Cosford. Using web and social media platforms, the public was asked to vote for those First World

War objects in our collection that they felt held the most powerful stories, and were worthy of display. More than 50,000 votes were cast – a simple, yet innovative example of how we are endeavouring to become a dynamic and audience focussed museum.

During the course of the year the hard work of the Museum's education team saw the number of visits by school children, Scouts and other uniformed groups rise to 62,287 (a 10% increase). The Museum's Department of Research and Information Services handled 3,266 written enquiries and saw telephone enquiries rise to 2,077 (a 4% increase) with the number of readers conducting personal research in our London Reading Room growing to 644. A total of 12,226 object records were added to the Museum's Collections Management System and a major project to digitise First World War RFC, RNAS and RAF personnel records resulted in the digitisation of over 290,000 records, including some 55,000 Casualty Cards which will be accessible to the public via a dedicated web portal created by the Museum in time for the Centenary of the First World War.

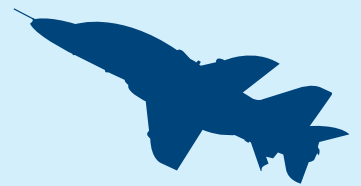
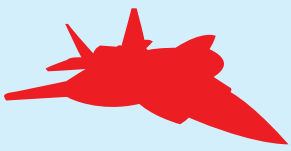
Other notable achievements include: the successful recovery into secure storage of a Royal Air Force Kittyhawk lost during the Battle of El Alamein in 1942; the return of the Bolton Paul Defiant to London's Battle of Britain Hall after long-term restoration; the acquisition of a Nimrod R1 and Hercules C-130K for exhibition at

Cosford (the former requiring a difficult road move and extensive rebuilding); and the acquisition of an Albatros DVa, Royal Aircraft Factory R.E.8 and Sopwith Snipe for exhibition at London (the latter involving extensive restoration). The acquisition of these aircraft will greatly enhance our First World War exhibition.

The Olympic and Paralympic Games in London, together with the events surrounding the 60th anniversary of the Queen's Coronation meant that attracting visitors from Central London was challenging but numbers remained relatively robust while Cosford enjoyed a substantial growth in visitor numbers to 312,054, an increase of 13%, fuelled in part by the visit of Her Majesty The Queen in July.

None of this success would have happened without the small army of volunteers who assist the Museum's staff. Nor would we enjoy so many varied successes without the assistance of the many organisations that support our work. It is greatly appreciated and serves to encourage everyone at the Royal Air Force Museum to ever greater efforts.

**Peter Dye,
Director General**



PREPARING FOR FUTURE SUCCESS

We have commenced the first stage of the transformation of our London site by initiating the planning for a new permanent exhibition that will mark the centenary of the First World War. This exhibition will explore the birth of aviation and the strategic importance of aerial power on the battlefield.

FIRST WORLD WAR IN THE AIR

The centenary of the outbreak of the First World War in 2014 gives the Museum an excellent opportunity to redevelop the original pre World War One hangars of the Grahame White Aviation Company, creating the permanent gallery "The First World War in the Air". The exhibition will explain the role of Air Power within the context of the First World War through the multi-faceted stories of the men and women who took part.

The project requires £1.7m in investment and it has received a First Round pass and grant from the Heritage Lottery Fund that has allowed us to employ a temporary project manager who is developing the project in more detail before submitting our final request of grant to the HLF in late 2013.



THE FIRST TASK HAS BEEN TO SET THE OBJECTIVES FOR THE PROJECT. THESE ARE TO:

- Enhance the visitors' experience
- Enable opportunities for participation
- Support the local community
- Better preserve the Royal Air Force's heritage
- Further increase professionalism within the Museum

This new objective led approach is pioneering new ways of working within the Museum.

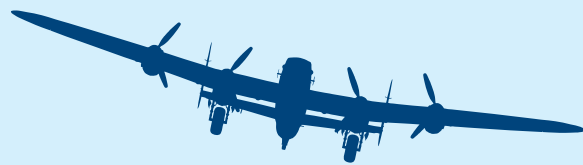
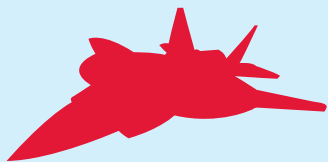




FOR THE FIRST TIME:

- The project is being developed by a project team including staff from all departments
- We have focussed on creating the overarching message of the exhibition: "He who controls the air controls the battlefield."
- The exhibition will provide unprecedented access to our collections, in particular to the archives, and with a focus on people's stories
- We are understanding our audiences' needs and motivations in order to provide a better visitor experience. Through online and on-site surveys, local community days, focus groups, and audience consultations we are defining what our audiences wish to see, learn and experience
- We are developing a Volunteer Plan, enabling new opportunities in a broad variety of roles and offering training programmes for volunteers
- We are developing initiatives with the local community
- We are implementing a learning programme aimed at both formal and informal learners that works together with the exhibition to deliver its message
- We have engaged external support to provide mentorship and training for our staff, in order to improve skills within the Museum
- We are working on making the site easier to explore, through new signage and landscaping works





PREPARING FOR FUTURE SUCCESS

During 2012 – 2013 the Museum made extensive preparations for the raising of the Dornier Do 17 from the Goodwin Sands and for the launch of a new Membership Scheme on 1st April 2013. Both projects are central to the Museum's future success in developing new audiences and generating new revenue streams.

PREPARING FOR THE DORNIER DO 17

The Dornier Do 17 recovery project once again remained a major focus during this period. The formal contract for raising the aircraft from the Goodwin Sands was signed with Seatech Civil and Marine Ltd on March 29th 2013.

In consultation with the Museum's Conservation Centre, the recovery methodology was finalised and manufacture/assembly trials of the bespoke lifting frame for the aircraft completed. In association with Imperial College London's Metallurgy Department, conservation methodology and techniques were also refined as previous attempts to conserve aircraft recovered from a salt water environment have not proved hugely successful.

The professional guidance of Imperial College London has been vital in this regard and they have subsequently developed and proved a conservation technique based upon trials using airframe components previously recovered from the aircraft. This centres around spraying the aircraft with a citric acid based solution which essentially purges aggressive chloride salts from the aluminium airframe, arresting the corrosion process and subsequently stabilising the structure.

In preparation for the Dornier's delivery to our Conservation Centre, two bespoke Hydration Tunnels were erected at Cosford, designed to accommodate the fuselage and

wings of the aircraft along with the engines, propellers and other airframe components. A specialist atomised spray system for treating the aircraft has been installed in each tunnel.

None of these preparations would have been possible without the generous support from a range of funders and partners. We are particularly grateful to the National Heritage Memorial Fund, EADS, Imperial College London and those private individuals whose donations have funded the project to date.





DEVELOPING OUR NEW MEMBERSHIP SCHEME

For the new RAF Museum membership scheme to launch on the 1st April 2013, considerable research was undertaken to create a viable and attractive product.

Our ambitions for the scheme were to create an opportunity not only to raise further income for the Museum, but also to engage our members. Feedback from Society of Friends members and eNewsletter subscribers indicated that members wanted: more information about the Museum's work; behind-the-scenes access to the collection; to have a varied range of events; and to feel part of a community.

Once the new Membership Fundraiser was appointed in September, further research looked at competitor membership schemes, potential target audiences and a full benefits review. This was used to develop a membership strategy which outlined the proposed new membership categories, benefits (which included a new magazine to replace the Flying M) and fees.

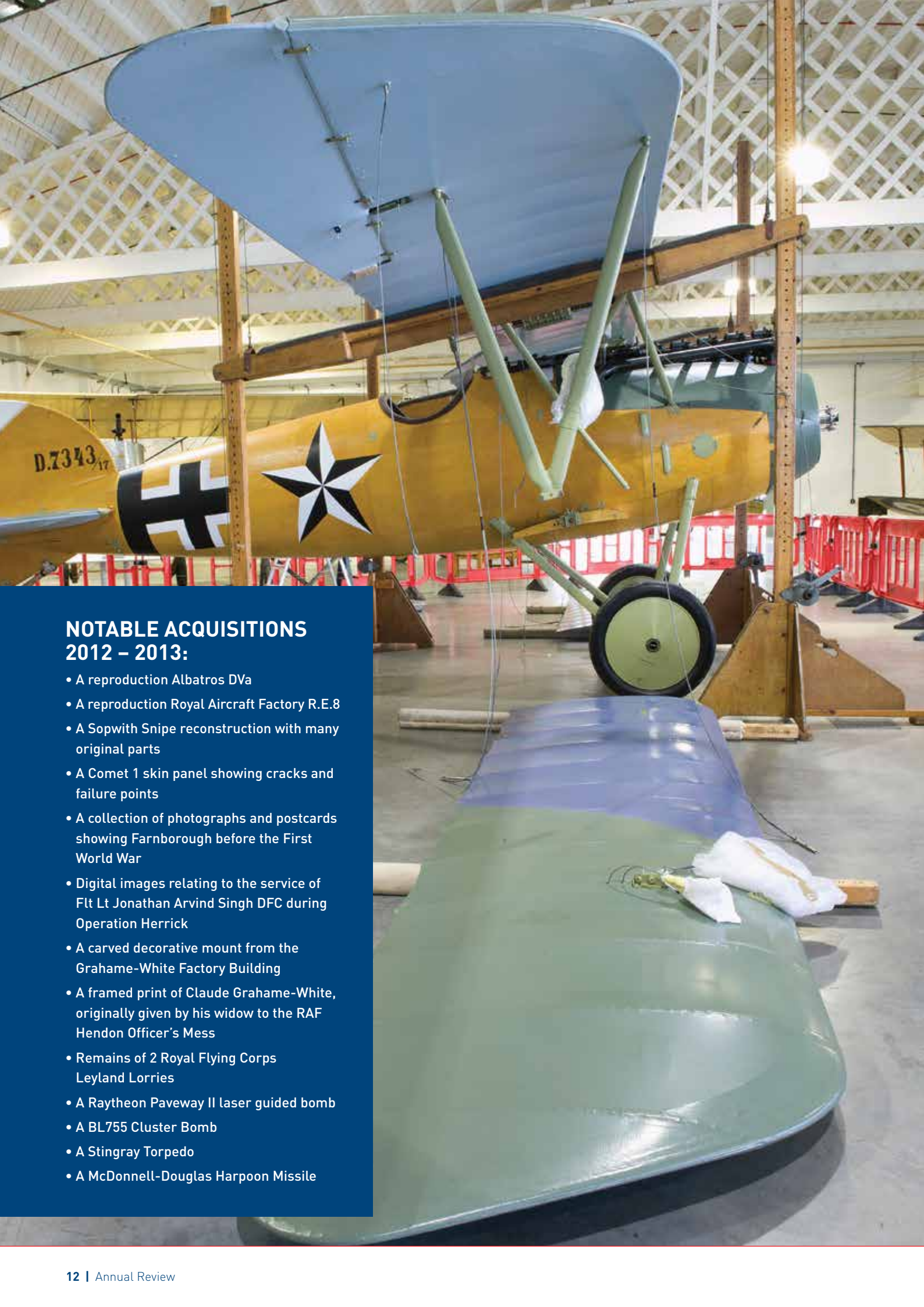
Interviews with current friends and potential members showed that they were enthusiastic about the new scheme. The new membership scheme was formally signed off before Christmas and work began to appoint a

design company for the Museum's new magazine, RADAR, the first edition of which would coincide with the launch of the new membership scheme. A new members' events calendar was also developed for 2013 to provide additional benefits.

At the Society of Friends AGM in early March 2013, the members formally voted to close the Society and to transfer all its members over to the new Museum scheme. A new membership card was designed and produced and a membership pack was sent out to all the current Friends welcoming them to the new scheme.

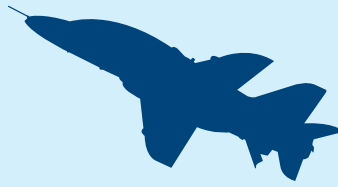


 **ROYAL AIR FORCE** **museum**
welcome to the crew



NOTABLE ACQUISITIONS 2012 – 2013:

- A reproduction Albatros DVa
- A reproduction Royal Aircraft Factory R.E.8
- A Sopwith Snipe reconstruction with many original parts
- A Comet 1 skin panel showing cracks and failure points
- A collection of photographs and postcards showing Farnborough before the First World War
- Digital images relating to the service of Flt Lt Jonathan Arvind Singh DFC during Operation Herrick
- A carved decorative mount from the Grahame-White Factory Building
- A framed print of Claude Grahame-White, originally given by his widow to the RAF Hendon Officer's Mess
- Remains of 2 Royal Flying Corps Leyland Lorries
- A Raytheon Paveway II laser guided bomb
- A BL755 Cluster Bomb
- A Stingray Torpedo
- A McDonnell-Douglas Harpoon Missile



DEVELOPING THE COLLECTION

The collection is the lifeblood of the Royal Air Force Museum. More than two million objects, from the earliest biplanes to the latest front line fighters, allow visitors to immerse themselves in a rich array of stories from the Royal Air Force and the lives of those who changed our world through flight.

There were several significant acquisitions in 2012 – 2013. Newly constructed examples of the R.E.8 and Albatros D.Va were added to the Grahame-White Factory and a restored Sopwith Snipe went on display in the Milestones of Flight Gallery. All three aircraft were acquired through an exchange deal with The Vintage Aviator Ltd of New Zealand, the Snipe incorporating a large proportion of original parts from the Museum’s Reserve Collection. The R.E.8 and Albatros will become major exhibits in our forthcoming First World War Centenary exhibition. The substantial remains of two extremely rare RFC Leyland 3 ton Lorries were acquired with the intention of recreating two running vehicles for the RAF Centenary in 2018.

SPITFIRE TO KUWAIT

In February 2013 our Spitfire PR.XIX was exhibited in Kuwait City as part of a collaborative exhibition project between the Museum, the British Embassy and the Kuwait House of National Works. As part of Kuwait’s successful 50/20 celebrations in February 2011 the Kuwait House of National Works signed a partnership agreement with the Museum to engage in collaborative work that showcases the close historical links between Kuwait and the UK. The exhibition highlighted the role played by the RAF in supporting and protecting Kuwait over many years. The Spitfire’s direct relationship with Kuwait can be

traced back to World War Two when donations from both the Kuwaiti and expatriate British communities paid for ten Spitfires for the RAF’s war effort.

The exhibition included historical photographs from 1944 featuring RAF personnel displaying a Spitfire in the presence of His Highness Sheikh Ahmad Al-Jaber Al-Sabah. The exhibition, which took place in the main atrium of the 360 Mall, one of Kuwait’s busiest shopping centres, was opened on February 23rd by His Excellency Sheikh Salman Sabah Al-Sabah, Minister of Information and ran for five days over the National Day and Liberation Day holidays.





2012 proved to be a year of unparalleled success for our Apprenticeship Scheme.



CARING FOR THE COLLECTION

Caring for our collection and archive is central to the Museum's aim of telling the story of the Royal Air Force. This endeavour touches all departments and involves staff, volunteers, and partner organisations.

MICHAEL BEETHAM CONSERVATION CENTRE

The Michael Beetham Conservation Centre is a world centre of excellence. Its responsibility is to care for aircraft, artefacts and large objects within the Museum, as well as those that the Museum has loaned to other institutions. Its focus – conservation, restoration and the movement or suspension of aircraft and other large exhibits.

Projects conducted during 2012-2013 have included preparations for the arrival of the Dornier Do 17 from the Goodwin Sands, inspection and conservation of the Focke-Wulf Fw190A-8 following its return from the Imperial War Museum, inspection of the LVG.C.VI, remedial conservation work on the British Aerospace EAP (Experimental Aircraft Project) aircraft, the on-going restoration/conservation of the Handley Page Hampden TB.1, Vickers Wellington T.X and Hawker Siddeley Kestrel.

This work was conducted by 18 professional technicians and apprentices; with the assistance of a dedicated team of volunteers. Additionally, throughout the year staff conducted conservation courses for Museum Staff and interested aviation groups from around the world, as well as, assisting in the creation of the Spitfire PR.XIX exhibition in Kuwait City.

APPRENTICE SCHEME

Following on from our successes in 2010, when the Michael Beetham Conservation Centre was awarded Employer of the Year by the National Apprenticeship Service, and 2011 when the Scheme achieved a Highly Commended award from the same body, 2012 proved to be a year of unparalleled success for our apprentices at Cosford.

Nathan Pugh was awarded 'Apprentice of the Year' at the Shropshire Business Awards, whilst Laura Pringle obtained the 'Pearson Award for Intermediate Apprentice of the Year' before being awarded 'National Intermediate Apprentice of the Year' at the Skills Show at the NEC in November. These awards are testament not only to the hard work and skill shown by our apprentices but also the investment in time and training that staff of the Michael Beetham Conservation Centre have made to develop our next generation of heritage aircraft engineers and technicians.

Running at Cosford since 2005, our Apprentice Scheme was rolled out to London in Autumn 2012, when the site's first two technical apprentices were employed.

COLLECTIONS CARE

A renewed programme of visits has been conducted to several UK museums to inspect RAF Museum aircraft and exhibits on loan. In preparation for the planned First World War Centenary Exhibition, environmental data collection and analysis has continued within the Grahame-White Factory building to determine areas for collections display. An established programme of aircraft inspection and maintenance has continued at both London and Cosford.





Our archives cover more than 600 years of history and contain over 650,000 documents, a library of 140,000 volumes, 500,000 photographs, a sound archive and 6.5 million feet of film.



PRESERVING OUR ARCHIVES



Much of our material comes from personal donations of letters, memoirs, documents, cine-film and photographs. Each item grants us a deep understanding of everyday people living and working during extra-ordinary times.

During the year 12,226 object records were added to the Museum's computerised Collections Management System whilst work continued to build an inventory of unaccessioned collections with 54,152 object records created. This project is scheduled for completion by 2015.

As part of the Museum's First World War and Royal Air Force Centenary activities a total of 290,000 personnel records were digitised, including some 55,000 Casualty Cards which detail the injuries

and fatalities suffered by members of the Royal Flying Corps, Royal Naval Air Service and the Royal Air Force. This effort has been supplemented by the proof reading and checking of 180,000 Muster Roll Records and 44,000 entries from the first Air Force List of 1918, prior to their publication online in 2014.

Our Research and Information Services Team dealt with 5,343 enquiries during the year, up 51%, whilst use of our Reading Room for private research

continued to grow, with 644 people using this facility.

Through both Navigator and the Museum's Flickr channel the Museum continued to provide access to its Archives online. During the course of the year the Museum's Flickr channel received 181,568 views and it was successfully used to elicit votes from the public for which of 100 objects should be displayed in the Museum's First World War exhibition, as part of that exhibition's development.

HIGHLIGHTS OF ARCHIVE ACQUISITIONS DURING 2012 – 2013:

Large collection of Handley Page drawings, ranging from the company's First World War types to the Victor

Object number: X006-4200

Flight Engineer's diary and Defects Diary for Belfast XR370

Object number: X005-1350 & X006-1353

Collection of 15 examination papers from the RFC School of Instruction, circa 1916

Object number: X006-7062

Oral history interviews with a number of Hercules aircrew

Object number: X005-6742

6 negatives showing the construction of RAF Shawbury, circa 1938

Object number: X006-6721

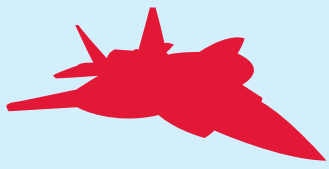
Papers regarding Thor missile installations, ballistic missile early warning systems and electronic counter-counter measures radar, early 1960s

Object number: X007-1304



“ Thank you very much for the wonderful, organised visit. It was excellent and the two members of staff had the children enthralled. ”

Teacher, June 2012



ACCESS AND LEARNING

Children, young people and families all benefit from the Royal Air Force Museum's extensive learning activities. At the heart of our programme is the opportunity to discover the history of aviation and the central role the Royal Air Force has played in this story.

Our audience continues to be diverse ranging from local families to specialists and experts. They are able to engage with our collection through temporary exhibitions, displays and focused learning activities.

During 2012 – 2013 the number of school children, scouts and other uniformed groups participating in our programmes rose by 9.6% to over 62,000 visitors.

SCHOOLS PROGRAMME

This financial year an additional 4,700 school children visited the Museum. Learning staff at both sites engaged directly with just under 48,000 children who participated in one of our formal learning activities, which are designed to support the requirements of the National Curriculum.

COSFORD

Our activities cover several National Curriculum subjects with the main focus on History and Science. Key Stage 2 history sessions cover aspects of WWII with the pupils gaining an insight into life as a child at the beginning of this conflict. Sessions for Key Stages 3, 4 or 5 look at the Cold War. The recently introduced 'Protect & Survive' session is a practical one based on the leaflet of the same name distributed to households across the UK in response to the perceived threat of nuclear attacks during the Cold War.

The new 'Little Swifts' activities are based across the site and offer opportunities for the younger children to handle artefacts and use associated resources that are linked to our collection. These are also popular with family groups.

LONDON

Our workshops offer a range of experiences for students from reception to Key Stage 5 and beyond. Our most

popular activities are linked to the Second World War, with the Wartime Classroom, Blitz and Air Raid sessions offering insight into the everyday reality of life during the war. In addition to our history workshops we offer science activities with helicopters for our younger pupils and rockets for Key stage 2 and above. ALD London are also looking toward the centenary of the First World War with themed handling collections and document analysis workshops.

2012 – 2013 saw a continued increase in the number of pupils with Special Educational Needs, and the department has also seen an increase in the number of adult SEN groups booking workshops, such as touch tours for the visually impaired. Our school activities can be adapted to meet the needs of children with special educational needs.

Lectures on Airpower and the History of the RAF were given to RAF entrants as part of their initial training.

OUTREACH

These sessions offer engagement with those audiences who are unable to visit our sites.

COSFORD

This year, we have maintained our links with existing partners: The Alzheimer's Society; Adult Learning Week; and Audley Court. These sessions offer engagement

with these diverse audiences across the local and regional area. We are developing several outreach projects with local schools looking at ways they can use artefacts from our Handling Collection to enhance their learning. We have also worked with HMP Hewell to support their 'Festival of Light' event; Birmingham Airport leading a WWII focused day for local primary and secondary schools; Wolverhampton Education Authority supporting an NQT induction day.

LONDON

During 2012 – 2013 organisations we have worked alongside include The Challenge Network (16-24 year olds from deprived areas), The Air League's 'Youth in Aviation' project (highlighting opportunities in aviation for youngsters of all backgrounds), Read London Mentoring (aimed at children with reading difficulties), and the 'Cool Aeronautics Day', an aviation science day with the Royal Aeronautical Society. We are also building links with St James Catholic High School, Royal London Society for the Blind, Kidz Out (children who have escaped abusive backgrounds) and the Phoenix Cinema.

Staff have participated in events run by Brooklands and Wiltshire Tourist Board's Armed Forces Day and we continue to offer offsite talks to libraries, U3A's, Rotary, Probus and aviation clubs.

EVENTS

Regular public events at our London and Cosford sites are central to the Museum's engagement with the public. They enable the Museum to attract new audiences, whilst strengthening ties with various communities.

During the course of the year the Museum created new events at both sites that supported the Museum's aims of engaging with the local community and strengthening its links with the Royal Air Force. These events included working with the RAF Sports Board to give our London visitors the opportunity to try a new sport during the June half term; and Barnet's Finest, a new annual family weekend, that enabled members of the local community to access local services and gain advice on a range of topics such as housing and debt management whilst visiting the Museum.

At Cosford, we hosted our first outdoor Prom in July in conjunction with the Royal Air Force Benevolent Fund and examined the cultural impact of the Cold War with a sci-fi fantasy weekend in November, that explored the iconic shows created by Gerry and Sylvia Anderson. November also saw our award winning Michael Beetham Conservation Centre open to the public, granting visitors the rare opportunity to obtain behind the scenes access to the Centre's valuable conservation work whilst viewing current projects at the Centre such as the restoration of the Handley Page Hampden and the Vickers Wellington. As always, the Cosford Air Show in July proved popular with over 50,000 visitors to the Museum site.

Other notable events during 2012 – 2013 include the Museum's participation in the Big Draw and Remembrance commemorations at both sites. Veterans Days and National Service Days honoured veterans of all three Services. The Museum's annual Battle of Britain Weekend told the story of 'The Few' to over 6,000 people by using re-enactors, working Operations Rooms, fly-pasts, films and talks.

A full programme of half term and holiday activities were central to attracting families to both sites, particularly during our nation's celebrations of the Queen's Diamond Jubilee and the Olympic and Paralympic Games.



“We spent half a day there with our children and they truly enjoyed it.”

Visitor, October 2012



EVENTS AND EXHIBITIONS



During the year the Royal Air Force Museum staged a number of exhibitions and public events at our two sites and also abroad. At our London site we teamed up with renowned aviation artist David Bent to give an exhibition of contemporary aviation art, whilst at our Cosford site we displayed an exhibition on Aircraft Nose Art as designed by aircrew. Cosford also hosted its annual airshow and first outdoor Prom.

EXHIBITIONS

LONDON

FRESH AIR

[21st May 2012 – 8th May 2013]

Art Gallery, London



A number of new exhibitions were opened in London including 'Fresh Air', a retrospective of the work of renowned aviation artist David Bent. Over the last decade David Bent's modern and distinctive style has won a plethora of devoted fans including the Red Arrows, with whom he has collaborated as Artist in Residence. Considered as challenging, thought provoking and innovative, his works combine art with technology and compel the viewer to stop and take notice. The Design Department worked alongside David and Carole Bent to stylize the graphics; spending time working on-site at David Bent's studio in Swindon.

RFC 1912

[September 2012 to present]

Grahame-White Factory

A permanent exhibition marking the Centenary of the formation of the Royal Flying Corps opened in the Grahame-White Factory building during September 2012.

COSFORD

AIRCRAFT NOSE ART

[December 2012 – March 2013]

Exhibition Gallery, Hangar 1

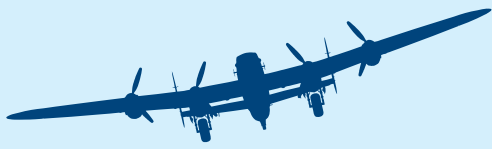
This temporary exhibition showcased original examples of artwork that wartime aircrew created to personalise their aircraft. The exhibition brought together eleven original pieces of aircraft art, taken from aircraft including a Mosquito and a Wellington, plus copies of photographs showing how the artwork appeared on the aircraft. Aircraft artwork was often located at the nose area and referred to as "nose art", but it could also to be found on an aircraft's tail or fuselage. Some of the pieces exhibited date back to early fabric covered aircraft such as the Sopwith Camel and the Hawker Demon as well as more modern aluminium aircraft like the Handley Page Halifax.

The exhibition's most historic artwork was the love heart motif taken from the Sopwith Camel of Lieutenant Colonel William Barker, a Canadian World War One Ace who was awarded the Victoria Cross in 1918. Although not from his Victoria Cross combat aircraft, this motif featured on Barker's previous aircraft and was given as a gift to his engine mechanic, who later donated it to the RAF Museum. Other artwork featured included: 'Donald Duck' taken from a Mosquito, a little skunk taken from a Halifax and a Red Indian Brave once painted on the nose of a Wellington.





During 2012 – 2013 volunteers contributed over 25,000 hours of their time to the Museum.



VOLUNTEERS

Volunteers support a range of activities, which include cataloguing archive material, providing guided tours of the Museum, supporting our conservation efforts, raising funds for the Museum and engaging with our visitors in our interactive galleries. To make volunteering easier the Museum has developed a new scheme, not based on paying for membership to a society, launched on 1st of April 2013.

AEROSPACE MUSEUM SOCIETY OF COSFORD



The Aerospace Museum Society provides a valuable resource for our Cosford site. Volunteer teams assist the Michael Beetham Conservation Centre with the restoration of our Vickers Wellington and the Handley Page Hampden. Volunteers also work with the Access & Learning team offering talks and lectures on subjects such as Life during WWII, National Service and the Cold War. Requests for guided tours have increased this year and volunteer tour guides provide a valued service to our visitors.

Many of our Museum events rely heavily on the support of our volunteers – in particular, Open Cockpits, Large Model Aircraft Rally and Bike 4Life Fest. Without their efforts we would be unable to hold these events.

The Society also makes regular donations to the Museum which continue to support our education and conservation work at Cosford.

FRIENDS OF THE ROYAL AIR FORCE MUSEUM LONDON



Throughout 2012 – 2013 the Friends of the Royal Air Force Museum continued to provide support to our London site by providing guided tours at the Museum and organising volunteer teams to help with the conservation of our aircraft, boats and vehicles.

Following the successful restoration to running order of our Model T Ford, the Vehicle Team made marked progress with the restoration of the Museum's Crossley Tender. The Vehicle Team's conservation activities were rightfully praised in February 2013 when 'The Worshipful Company of Carmen' presented the Museum with the Herbert Crowe Award in recognition of our vehicle conservation strategy.

In March 2013, in accordance with the Museum's new strategy for volunteer and member recruitment the Friends of the Royal Air Force Museum held their annual general meeting and formally voted to dissolve the Society. Volunteering will continue at our London site, under this name.



A new Volunteer Manager will be appointed by the Museum during 2013 – 2014 to assist the Museum's various Volunteer Teams.

The Trustees wish to thank all our volunteers who support the Museum through their hard work and dedication.



AUDIENCE PROFILE

The advent of the Queen’s Golden Jubilee celebrations, the Olympics and Paralympic Games provided substantial competition for both our sites. Despite this our Cosford site enjoyed double-digit growth, whilst figures for our London site were in accordance with projections.

In July 2012 the Museum relaunched its main website and by the end of the year total visits to the site were recorded at 1,002,965. In total 735,437 visitors spent over 52,000 hours reading 4.8 million pages of information.

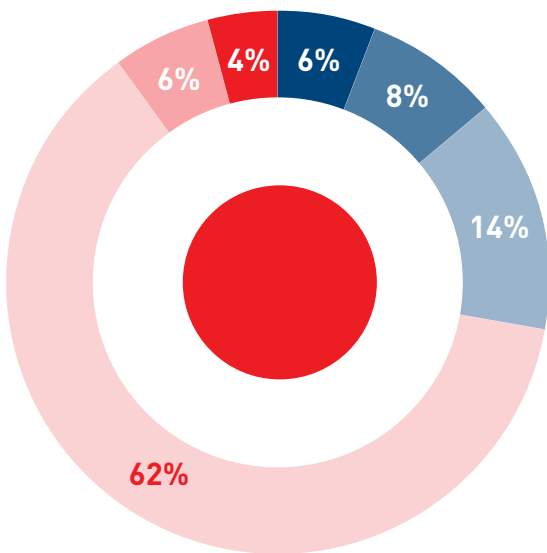
The Museum’s social media channels continued to enjoy substantial growth. Our Facebook pages for both sites had 10,990 fans, up 83% on March 2012: whilst our Twitter feed had 11,855 followers up 74% on March 2012.

PR stories in print were read by over 101 million people generating an advertising value equivalent for the Museum of £819,000. It is estimated that combined TV, radio and online media brought this figure to over £1 million.

Cosford visitors: there were 312,054 visits to our Cosford site during 2012 – 2013

London visitors: there were 224,558 visits to our London site during 2012 – 2013

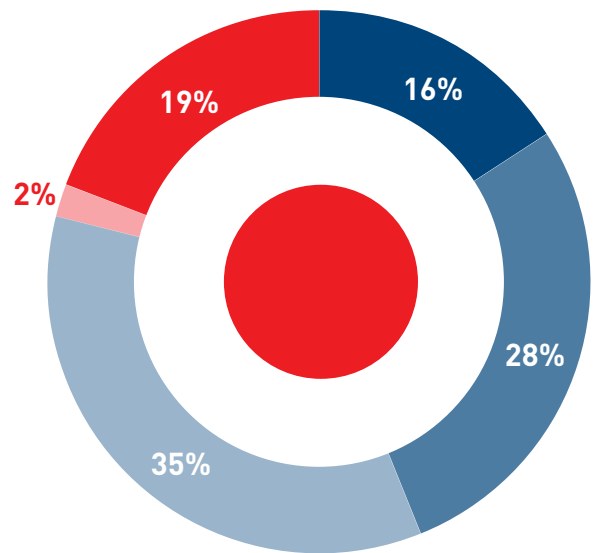
COSFORD VISITORS



- Birmingham
- Shropshire
- Staffordshire
- Rest of England
- Rest of UK
- Rest of World

Base: 3,117 visitors with a valid UK postcode or overseas country of residence

LONDON VISITORS



- Barnet
- Other London
- Rest of England
- Rest of UK
- Rest of World

Base: 4,260 visitors with valid UK postcodes or overseas country of residence



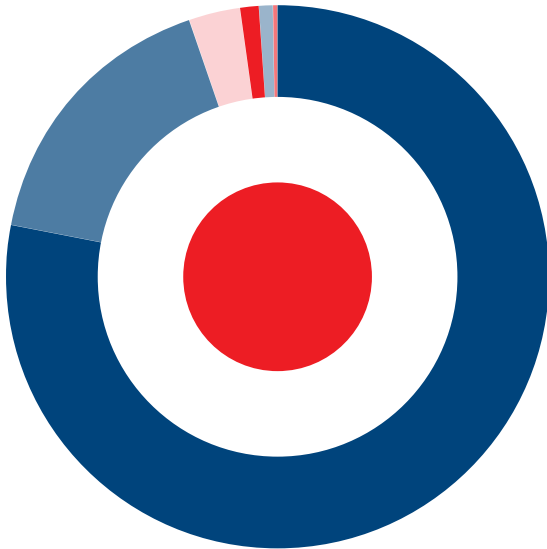
FINANCIAL REVIEW



The Royal Air Force Museum is funded by Grant-in-Aid provided by the Ministry of Defence. Grant-in-Aid provides the foundation from which the Museum generates additional funds. These include trading, donations, legacies, and sponsorship.

Full details of the Museum's activities and incoming/outgoing resources can be found in the Royal Air Force Museum Annual Report and Accounts 2012 – 2013, available from the Director, Corporate Services for the Museum, or by reference to the website www.rafmuseum.org

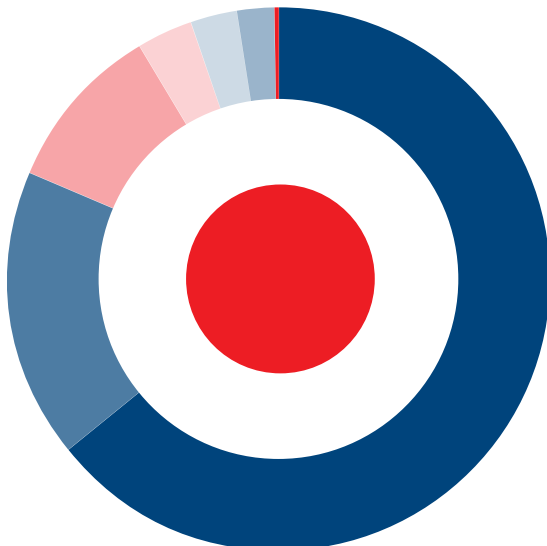
OPERATING EXPENDITURE



■ Delivering our charitable activities _____	£9,506,412
■ Trading costs _____	£2,029,729
■ Costs of generating voluntary income _____	£104,380
■ Other costs of generating funds _____	£381,526
■ Other costs _____	£4,246
■ Governance costs _____	£139,593

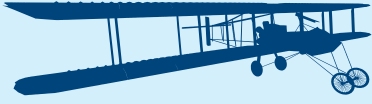
TOTAL £12,165,886

INCOME REVENUES 2012 – 2013

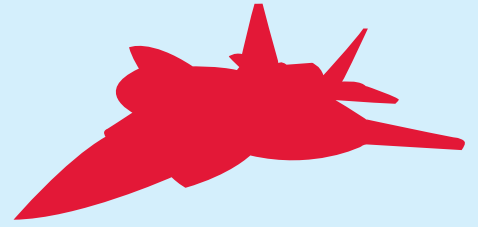


■ Grant-in-aid _____	£7,826,000
■ Trading income _____	£2,105,659
■ Other voluntary income _____	£256,526
■ Grant-in-aid – capital works and collections _____	£344,000
■ Activities for generating funds _____	£412,319
■ Donated collections _____	£1,210,601
■ Investment income _____	£22,686

Total £12,177,791



FUNDING



The Royal Air Force Museum wishes to thank the following for their generous support, without which we would not be able to create the success that we enjoyed during 2012 – 2013.

DONORS:

- 328 Support Services
- Awards for All
- Bomber Command Association
- Cobham Family
- Cross & Cockade
- Heritage Lottery Fund
- Historic Aircraft Association
- Hobson Charity Ltd
- L3 Communications
- Large Model Association
- Mrs Middleweek
- National Heritage Memorial Fund
- NIACE
- RAF Historical Society
- Rolls Royce
- The Aerospace Museum
- Society Cosford
- The Society of Friends of the Royal Air Force

The Trustees wish to thank those donors named above and all those who wish to remain anonymous.

GOVERNMENT:

Ministry of Defence

SPONSORS:

EADS
BAE Systems

RAF MUSEUM AMERICAN FOUNDATION:

The Royal Air Force Museum American Foundation ensures that the shared aviation heritage of the USA and the UK is kept alive in the memories of our two great nations. During the year the Foundation supported a series of staff exchanges between the Museum and the Smithsonian National Air and Space Museum, enabling the Head of the Michael Beetham Conservation Centre to visit NASM's Conservation Team and for a member of our Archives Team to visit their counterpart, particularly to learn about the Smithsonian National Air and Space Museum's experience of moving its archive collection to a new archive centre.

The Director General and the Trustees of the Museum would particularly like to thank the Foundation for its continued help and support.



STRUCTURE, GOVERNANCE AND MANAGEMENT:

The Museum is an accredited national museum and Non-Departmental Public Body obliged to comply with HM Treasury Financial Reporting Manual. The practices and procedures of the Royal Air Force Museum comply with the requirements of HM Treasury's 'Managing Public Money'. There is a Financial Framework document in place which defines the relationship between the Museum and its sponsor branch, the Ministry of Defence, relating to the receipt of Grant-in-Aid and the conditions for its expenditure.

OFFICERS AND MANAGEMENT:

Royal Patron:

His Royal Highness
the Duke of Edinburgh

Chairman:

Air Chief Marshal Sir Glenn Torpy GCB
CBE DSO BSc (Eng) FRAeS FGCI

Trustees:

Viscount Chelsea (retired 15.12.12)
Ms Jane Middleton MSc FCCA FRAeS
(retired 29.09.12)
Mr Malcolm White OBE FRAeS
Mr Brendon Connor
Mr Gerry Grimstone
Mr John Michaelson
Mr Tom O'Leary (resigned 31.08.12)
Mr Robin Southwell
Mr Alan Spence
The Rt Hon Lord Hutton of Furness PC
Mr Michael Schindler
Mr Andrew Reid
Mr Richard Holman FCA
Director General:
Air-Vice Marshal Peter Dye OBE.



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