



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

ANNUAL REVIEW | 2011 – 2012





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“ Don't miss this. It is one of the best free museums in the world. **”**

Visitor, 2012



CHAIRMAN'S INTRODUCTION





Welcome to our Annual Review, my first as Chairman of Trustees. I am delighted to have taken over this role at such an exciting time for the Museum, and very much look forward to being involved in shaping the future of a Museum which, I believe, plays a vital role in telling the story of the Royal Air Force and the part that air power has played in our history.



2012 marks the 40th anniversary of the opening of the Royal Air Force Museum by HM Queen Elizabeth II, and we can be justifiably proud of the experience we have provided to over ten million visitors during that period. This has been achieved through the imaginative display of our unique collection of aircraft and other artefacts, by providing educational activities for learners of all ages, and by supporting research. At the same time, we aim to improve continually the experience provided to visitors so that we remain relevant, especially as the Royal Air Force evolves to meet the challenges of a changing world. As part of this process our future plans include the creation of a new exhibition, which will reflect the Royal Air Force's contemporary operational history since the First Gulf War.

The Museum has an excellent track record of capturing significant events in the history of the Royal Air Force and aviation. The opening of the award winning National Cold War exhibition at Cosford in 2007 and the Milestones of Flight exhibition in London, which celebrates the advances in technology made since the first powered flight in 1903, are two powerful examples of how the Royal Air Force Museum has been able to reflect world changing events through innovative, creative and inclusive displays.

The Museum continues to collect artefacts that reveal the hidden stories of the Royal Air Force, from the earliest days of aviation to recent operations in Iraq, Afghanistan and Libya. To ensure that we are able to share these experiences with as many of the public as possible, the Trustees are committed to the long-term development of our sites at both Cosford and London.

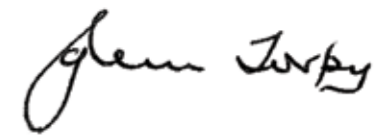
At Hendon, two significant centenary anniversaries for the Royal Air Force will "book-end" a three-phase improvement programme, through which we aim to rejuvenate the site and improve the overall experience for our many visitors. In 2014, the centenary of the outbreak of the First World War will be marked by a major new exhibition that explores the birth of air power. And in 2018, we will celebrate the Centenary of the Royal Air Force with the opening of a new exhibition to celebrate its finest hour, the Battle of Britain.

From 2018 onwards, the development of our Cosford site will be spearheaded by the creation of new displays dedicated to the large aircraft that reflect the modern Royal Air Force's story.

In all of these developments, we will create exhibitions that engage the full range of our visitors, leaving them with a richer understanding of the Royal Air Force's heritage and its place within the story of aviation.

The transformation of our London site is described in more detail on pages 8 – 11 of this report.

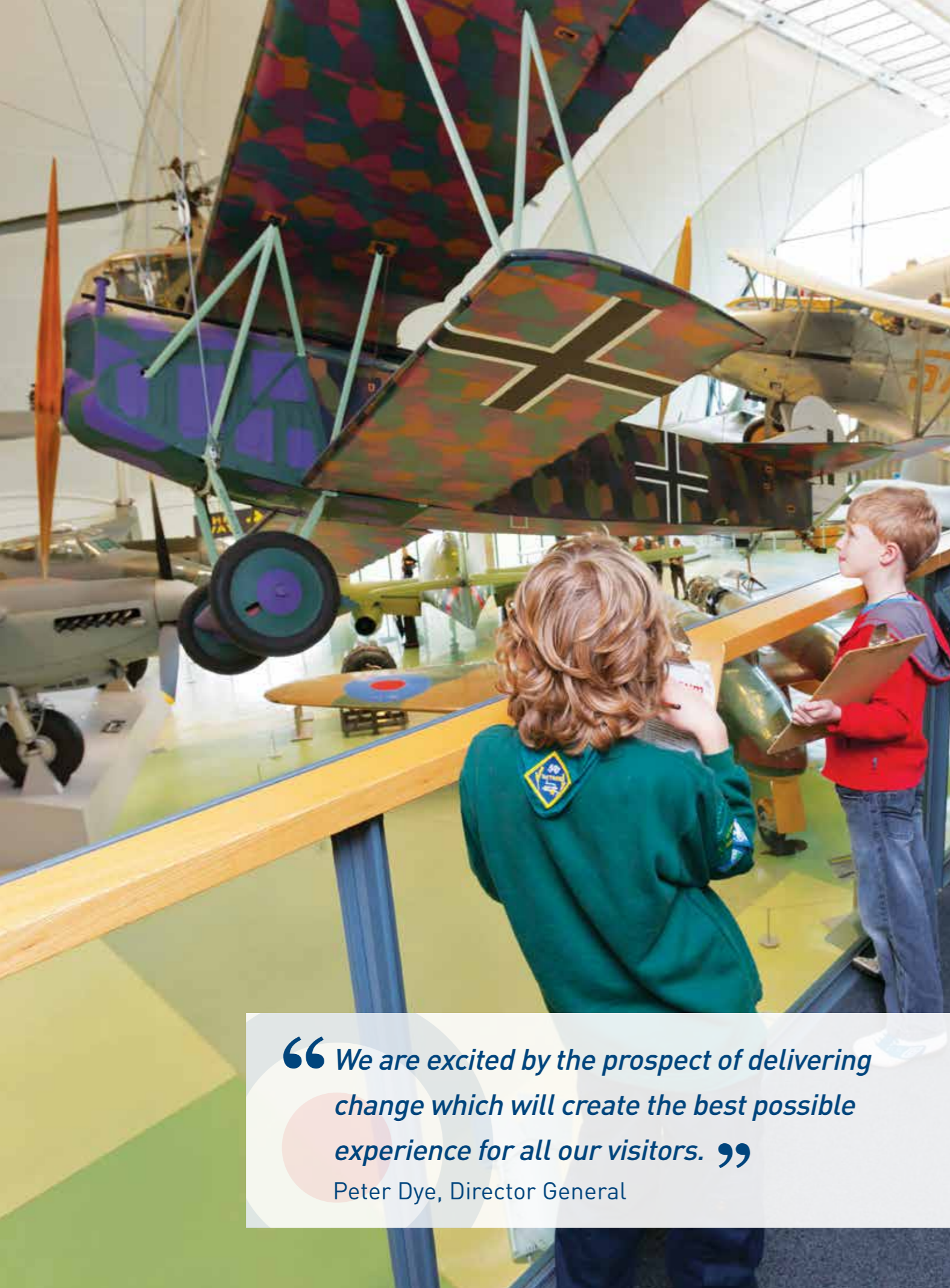
I would like to take this opportunity to thank the staff, volunteers and donors who have helped to make the Royal Air Force Museum such a success over the last 40 years. I would also like to pay tribute to my predecessor, Sir John Day, for his dedication and hard work as Chairman. His efforts have ensured that the Museum enters the next phase of its development energized and prepared to tell the story of the Royal Air Force as a genuine "Museum for the 21st Century".



Sir Glenn Torpy, Chairman of the Board of Trustees

“Over 10 million visitors have enjoyed a Museum whose mission is to promote understanding about the impact of the Royal Air Force upon our world.”

Sir Glenn Torpy, Chairman



DIRECTOR GENERAL'S REPORT



I am delighted to report that 2011 – 2012 was a year of significant achievement. In a tough economic climate the Museum has delivered successes that are a testament to the dedication and ingenuity of our staff, volunteers and supporters.



During the past year the numbers taking part in our formal education activities have risen by over 20%, with more than 56,000 school children and uniformed groups attending activities at both Cosford and London.

We have also been able to create new displays for our visitors to enjoy, opening the refurbished Art Gallery and Special Exhibitions Gallery in London, as well as extending the opening times of the Battle of Britain Hall and the Grahame-White Factory – allowing more visitors an opportunity to engage with these unique collections.

There were a number of significant additions to the collection during the year, including the arrival of the Hercules C.130K, Harrier GR9 and Nimrod R.1 at Cosford as well as the Royal Air Force's next generation aircraft, the F35 Lightning II, at London. These important acquisitions will help us tell the story of the contemporary (and future) Royal Air Force.

The start of the year saw the arrival of the world's only remaining Sopwith Dolphin – a stunning addition to our First World War collection and the first step in the transformation of the Grahame-White buildings as we prepare to mark the centenary of the outbreak of the conflict.

The technical conservation skills embedded in our organisation can be seen in the Dolphin which was unveiled after an epic and detailed reconstruction. Much of this work took place in the Michael Beetham Conservation Centre, part of a joint effort by the technicians, apprentices and volunteers who care for our collection and pass on highly specialised skills to the next generation. I am delighted, but not surprised, that their professionalism was formally recognised in the National Small Employer of the Year scheme run by the National Apprenticeship Service.

Our story, however, is about more than large aircraft and during the year the work to create an inventory of our collection reached a significant landmark. By March 2012 more than 450,000 records had been added to the Museum's Collections Database. This major achievement has only been possible by the long term commitment of our curatorial and IT staff and a team of dedicated volunteers. The Collections Database is one of the Museum's most valuable resources, with most of the material donated from personnel archives it unlocks the stories of the men and women who have stood at the heart of the Royal Air Force experience for nearly a hundred years.

These many and varied successes are due to the generosity of the stakeholders who support the work of the Museum. I would like to take this opportunity, therefore, to thank our sponsors at the Ministry of Defence, our colleagues within the Royal Air Force and our generous funders for their continued support.

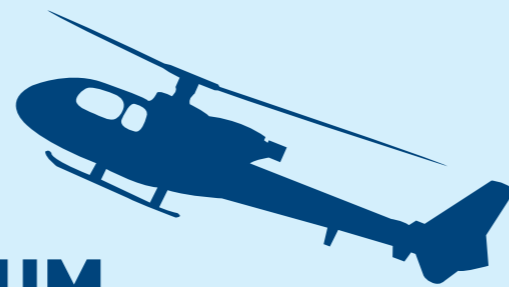
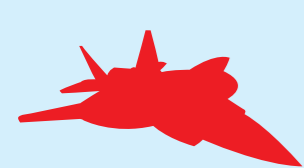
The Museum's volunteers and members are equally vital to our achievements, with over 200 individuals across both sites supporting a diverse range of activities including guided tours, cataloguing our archive, supporting our interactive galleries and conserving our displays. Volunteering is an activity we are determined to encourage and the expansion of our volunteer programme forms a key element in our future plans.

As we build up to the Centenary of the Royal Air Force in 2018, the Museum will undergo significant transformation. The Trustees have committed to a programme of renewal which will see both sites improve the way in which we engage audiences in the story of the Royal Air Force and its contribution to our world. Full details of the Masterplan for our London site can be found overleaf. I very much hope that you can support us in realising our commitment to educate, excite and inspire the public while placing the Royal Air Force at the heart of our national story.

Peter Dye,
Director General

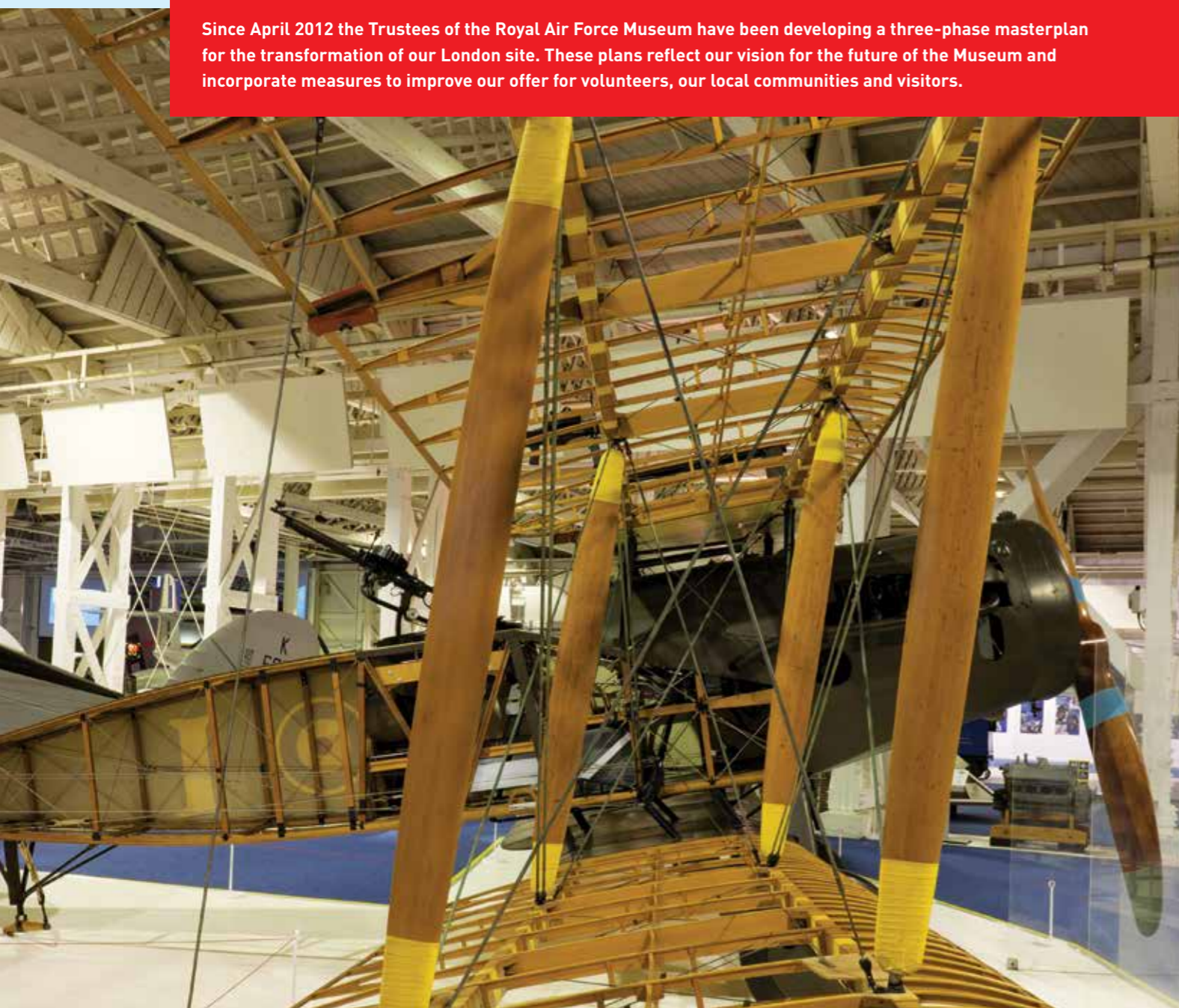
“ We are excited by the prospect of delivering change which will create the best possible experience for all our visitors. ”

Peter Dye, Director General



TRANSFORMING THE ROYAL AIR FORCE MUSEUM

Since April 2012 the Trustees of the Royal Air Force Museum have been developing a three-phase masterplan for the transformation of our London site. These plans reflect our vision for the future of the Museum and incorporate measures to improve our offer for volunteers, our local communities and visitors.



PHASE 1: THE FIRST WAR IN THE AIR

As the first stage of our transformation, we will mark the centenary of the First World War with a major new exhibition that explores the birth of air power and the impact of an independent air force on the modern world.

PHASE 2: HIDDEN STORIES REVEALED

We have a clear vision of how we want our Museum to look in ten years' time and are determined to create the best possible experience for all our visitors and supporters.

Hidden Stories Revealed will set a new strategic direction for the Museum, acting as a catalyst for a transformation in how we present our collections, interact with our visitors and manage our historic site.

Hidden Stories Revealed will address four key activities:

VISITOR EXPERIENCE

Our visitors deserve a seamless and coherent physical and intellectual journey around the Museum. We will enhance this by:

- Telling the story of the Royal Air Force through new, more accessible interpretation and keeping the story up to date
- Creating a new Visitor Centre and welcoming point of entry and orientation to the Museum
- Creating a new themed restaurant in a historic 1930s RAF building with a new outdoor themed play space
- Creating a coherent flow around our Museum through landscaping and new signage

COLLECTIONS

We will improve the management of and public access to our world-class collections by:

- Creating a modern and future proofed archive and research centre
- Displaying current and relevant material that have been recently used by researchers
- Offering friendly and expert access to our archives
- Creating more accessible storage for our collections of art, silver, medals and uniforms

COMMUNITY

Our neighbourhood is changing through an ambitious regeneration programme. We will support this initiative by:

- Working with community leaders and regeneration partners to create a sense of history and place
- Creating opportunities for people to discover more about their local area and meet their new neighbours
- Offering social activities, training programmes, apprenticeships

and volunteering opportunities for local people

LEARNING

We will increase the opportunities for others to get involved in our work by:

- Creating a volunteer and apprentice training hub to facilitate more and broader training opportunities
- Training volunteers in a wider range of skills to enhance their work for the Museum
- Developing our staff to deliver effective apprenticeships across the Museum
- Introducing apprentice schemes for local young people

We plan to apply to the Heritage Lottery Fund for a substantial grant to support our Phase 2 plans. We will know whether we have been successful in this at the end of April 2013.





PHASE 3: BATTLE OF BRITAIN EXHIBITION

To mark the centenary of the RAF in 1918 we aim to commemorate its finest hour through the creation of a stunning new exhibition. The Battle of Britain was fought not only by pilots but by the hundreds of thousands of ordinary people who changed their lives in the national interest. Our exhibition will tell these stories and show how the experience of the Battle of Britain and the Blitz brought people together through adversity, dislocation, hardship, fear and necessity.

The exhibition will also serve as celebration of the contemporary RAF through displays that examine technological development and possibilities for the future.





NOTABLE ACQUISITIONS 2011 – 2012:

- British Aerospace Harrier GR.9A
- Hawker Siddeley Nimrod R.1
- Lockheed Hercules C.130K
- British Aerospace EAP (Experimental Aircraft Programme) aircraft
- Sopwith Dolphin
- TIALD laser designator
- Order book of No74 Squadron RFC, December 1917 – March 1918
- Letter from Winston Churchill to HM King George V asking him what Royal Air Force Rank he would prefer to hold, annotated with the King's response, 13 June 1919
- Papers of Sir Edward Fennesy, radar pioneer
- Papers of Sgt Roger Taylor, including material relating to his service in the Falkland Islands, 1982
- Papers of Brig Gen R.E.T Hogg, Commander of 9th Brigade during 1918
- Papers of Gp Capt Aleksander Gabszewicz, including documents issued by No. 84 Group and tactical instructions relating to Operation Overlord

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 a number of notable acquisitions in 2011 – 2012. The First World War Sopwith Dolphin was unveiled in the Grahame-White Factory following a long period of reconstruction, much of it in our Michael Beetham Conservation Centre. However, the focus during the year was on the more recent history of the Royal Air Force and the arrival of the Hercules C.130K, the Nimrod R.1, Harrier GR.9A and a full scale replica of the Royal Air Force's next generation aircraft, the F35 Lightning II, will help us to tell the story of recent Royal Air Force operations and the future of airpower.

DORNIER DO 17 RECOVERY

A priority for the Royal Air Force Museum has been our Dornier Do 17 recovery project. In 2008 the remains of an intact Dornier Do 17 were discovered on the seabed of the Goodwin Sands. This was a discovery of international importance. Shot down on 26th August 1940 it is the world's only surviving Dornier Do 17.

Until the sands that had protected the Dornier for seventy years shifted it was thought that there were no remaining examples of this aircraft, a type that

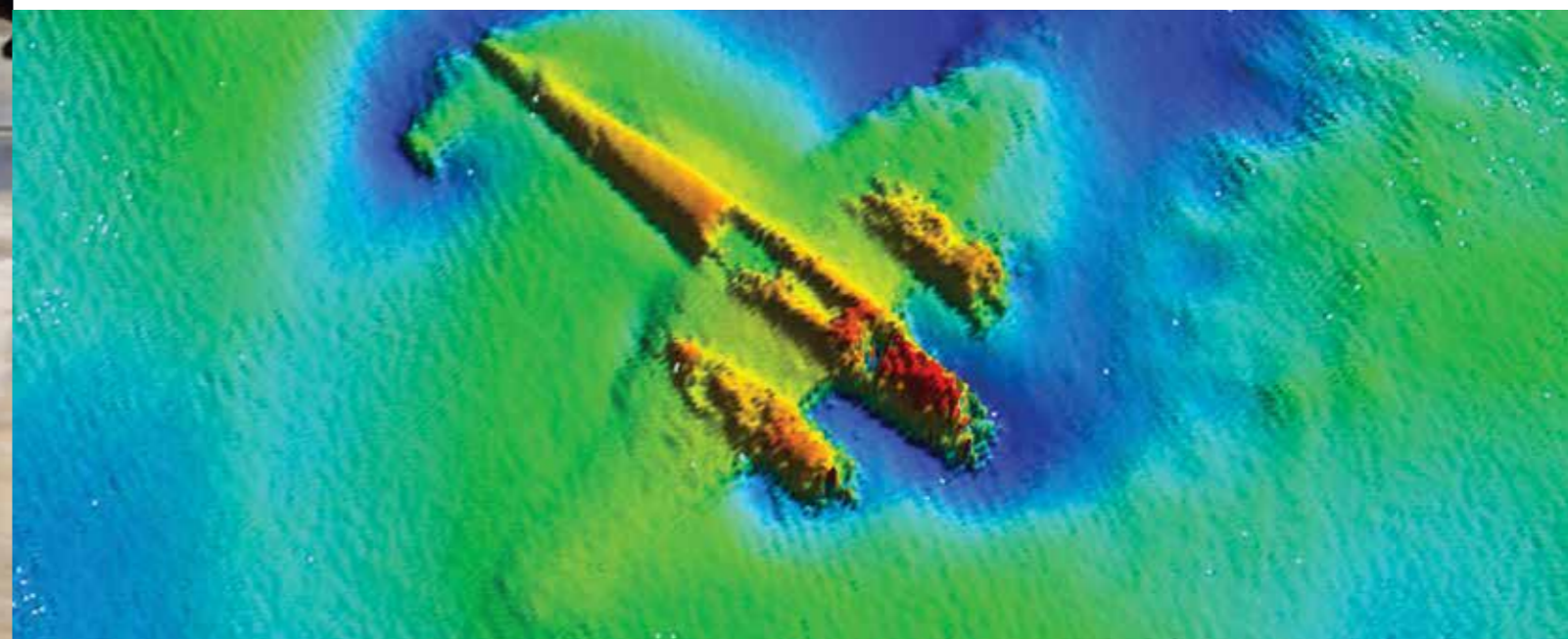
was a mainstay of the German bomber fleet that attacked British cities and airfields during the Battle of Britain.

Since the Dornier emerged from the Goodwin Sands we have worked with Wessex Archaeology and the Port of London Authority to complete a full survey of the aircraft remains in preparation for the aircraft's recovery and eventual exhibition at our London site.

It would be impossible to succeed in this unique challenge without the

generous support of a range of funders and partners. We are grateful to the National Heritage Memorial Fund, EADS, Imperial College London and The Society of Friends of the Royal Air Force Museum for their support as well as for the donations made by individuals who have allowed us to develop this project.

We continue to seek the funding that will allow us to lift and conserve this remarkable aircraft in the Spring of 2013.





In 2011 our Apprentice Scheme was awarded a Highly Commended Award by the National Apprenticeship Service.



CARING FOR THE COLLECTION

Caring for our collection and archive is a Museum wide endeavour that involves staff, volunteers and partner organisations.

MICHAEL BEETHAM CONSERVATION CENTRE

The Michael Beetham Conservation Centre is responsible for aircraft and artefacts within the Museum and those on loan to other institutions. A world centre of excellence, its focus is conservation, restoration and the movement or suspension of aircraft or other large exhibits. It houses the specialist technical areas and a new Training Centre dedicated to apprentice development, and conservation courses for Museum staff and interested aviation groups from around the world.

The Centre is staffed by more than 20 professional technicians and apprentices, and supported by a dedicated team of skilled volunteers.

Projects during 2011 – 2012 included the recently completed Sopwith Dolphin, the on-going restoration of a Vickers Wellington T.10, a rare Handley Page Hampden torpedo bomber, the Hawker Sideley Kestrel and the on-going preparations for the long-term conservation of the soon to be recovered Dornier Do 17.

APPRENTICE SCHEME

Since 2005 the Museum has run an increasingly successful Apprentice Scheme. Established in response to a shortage of engineers and technicians with the skills required to manage our historic aircraft collection, the scheme trains young people as heritage aircraft engineers. Based within the Michael Beetham Conservation Centre and nurtured by the Museum's aircraft technicians, the development of our apprentices is an important part of the Museum's efforts to care for its ever expanding collection.

Following the 2010 award of National Small Employer of the Year by the National Apprenticeship Service, the scheme achieved a Highly Commended award in 2011 when it also featured in the country's Top 100 Apprentice Employer list.

COLLECTIONS CARE

The Museum has continued to develop and extend its collections care activities to help to prevent damage to vulnerable parts of the collections. Staff from across the Museum worked together to upgrade showcases in the Bomber Hall. New LED lamps and dust barriers were fitted to protect the objects inside from light damage and soiling.

To protect objects in new displays in the Grahame-White Watchtower, UV and solar control films have been applied to the windows to cut out harmful levels of light. A study of lighting conditions is currently being carried out in the Grahame-White Factory in preparation for the planned First World War centenary exhibition.





PRESERVING OUR ARCHIVES



Our archives cover more than 600 years of history and comprise more than 650,000 documents; a comprehensive library of 140,000 volumes; half a million photographs; a sound archive and 6.5 million feet of film.

Much of our material comes from personal collections of letters, memoirs, documents, cine-film and photographs which provide a rich insight into the lives of ordinary people during extraordinary times.

During the year, 5,212 records were added to the Museum's computerised Collections Management System, whilst work continued to build an inventory of un-accessioned material. This project is scheduled for completion in 2014.

As part of the Museum's first major archive digitisation project, over 54,000

Casualty Cards, which detail the injuries and fatalities experienced by the Royal Flying Corps and the Royal Air Force during the First World War, were digitised. Alongside this effort more than 180,000 Muster Roll records and nearly 44,000 documents from the first Air Force List, resources which record every member of the Royal Air Force when it was established in April 1918, are being scanned in preparation for our First World War and Royal Air Force Centenary activities.

Our Research and Information Services team dealt with 3,548 enquiries during the year. Use of our Reading Room for detailed research rose by 5%.

Through our Navigator website, remote access to our collections increased significantly during the year from 89,402 visits in 2010-2011 to 214,007. In April 2011 the Museum launched a Flickr Group inviting members of the public to help with cataloguing images from our collection. During the year 1,335 images were placed on the site and viewed more than 190,000 times.

HIGHLIGHTS OF THE ARCHIVE:

Unit diary of the 1st Balloon Section Royal Engineers during the Boer War
Object number: B2136

Douglas Bader's log book, 27 Nov 1939-08 May 1959
Object number: B354

Log book of Wg Cdr Eric James Brindley Nicolson – Fighter Command's only WW2 VC winner 1 July 1939-2 November 1944
Object number: X004-8409/002

Dowding's "No more fighters to France" letter (drafts)
Object number: AC71/17/15 and AC71/9/171 [part of]

Finely illustrated Prisoner-of-war log of Flt Lt Bennett Ley Kenyon
Object number: X001-2316/009

Photograph album of 46 Squadron during the Battle of Britain
Object number: L88

Combat report for Ray Holmes' ramming of the Dornier Do 17 over Buckingham Palace
Object number: T212863 [part of]

Last message, reading "How do we navigate?", written by FS Arthur Louis Aaron VC whilst badly wounded in the action for which his VC was awarded
Object number: A347

Papers of MRAF Sir Arthur Travers Harris
Object number: AC85/5

Pilot's flying log book of Dambuster pilot Flt Lt Harold Brownlow Morgan (Mickey) Martin
Object number: AC89/4/1

Safe conduct pass issued to RAF aircrew during the Gulf War 1991
Object number: A1386

Letter from a Chinook Loadmaster operating in Afghanistan 2008
Object number: X004-8454



“An excellent visit, one of the best in 18 years of teaching.”
Teacher, 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.

The audience for the Museum is diverse, ranging from specialist experts to local families. They are engaged through temporary exhibitions and displays, interactive exhibits and targeted learning activities.

During 2011 – 2012 the number of school children, scouts and other uniformed groups participating in our programmes rose by 11,000, meaning over 56,000 visitors took part in our formal learning activities.

The majority of these visitors will have participated in activities that make use of our interactive galleries and we are extremely grateful to the Royal Air Force Charitable Trust for its generosity in supporting new exhibits at both London and Cosford.

SCHOOLS PROGRAMME

Throughout the academic year more than 40,000 young people visited the Museum to participate in a range of activities that directly support the National Curriculum.

COSFORD

Workshops cover subjects from science to history. Popular activities include our WWII Evacuee Experience, where Key Stage 2 pupils gain an insight into life at the outbreak of the Second World War by taking part in a Wartime Classroom session before being evacuated as an air raid siren sounds, and Let's Fly, where Key Stage 1 students explore the various roles and operations that take place within an airport, taking part in role-play activities based in our replica aircraft cabin.

Our annual Young Curators project works with Year 6 pupils from Albrighton Primary School, giving them the opportunity to work with Museum Curators to create their own exhibition. In 2011 pupils discovered 'WWII' artefacts in the grounds of their school and developed an exhibition, including the use of QR codes in order to tell their story.

LONDON

Activities offer a range of opportunities from Foundation Stage to Key Stage 5 and beyond. Our most popular activities are linked to WWII where the Wartime Classroom, Home Front and Life in the Blitz experiences provide Key Stage 2 students with insight into the everyday reality of life during the war. Alongside these sessions our Helicopters activity with Key Stage 1 pupils and our Parachutes activity with older children explores the science behind flight. 2011 – 2012 saw a rise in the number of pupils with Special Educational Needs visiting the Museum and we ensure that all our activities can be adapted to suit the needs of these children.

Lectures on Air Power and the History of the RAF are given to all entrants to the Service as part of their initial training.

OUTREACH

As part of our Access and Learning approach we are committed to working outside of the Museum's environment to reach audiences in new ways.

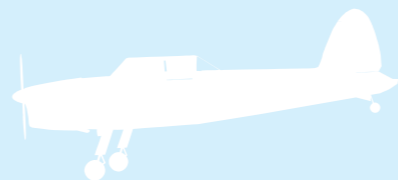
COSFORD

Throughout the year we have worked within a number of partnerships, all aiming to engage new groups in our activities. Initiatives include working with local Alzheimer Society groups, using 'memory boxes' to bring the Museum's Collection to those who cannot visit us, inviting ex-service people to take part in activities as part of Adult Learning week and developing a project with Audley Court in Newport – a rehabilitation centre for wounded service personnel.

Our link with Wolverhampton University continues and Museum staff spoke at the University History Conference in May 2012.

LONDON

Partnerships with other organisations allow the Museum to reach new audiences and promote with our Access and Learning programmes. As part of these initiatives the Museum participated in the 1940s Day at Brooklands Museum, our Access and Learning team attending in period costume and showing artefacts from our handling collection. In October 2011 the Museum took part in the Black History Show at Olympia. Alongside these activities a regular series of talks to adult groups in the South East further increased our reach whilst, as part of our Brother's in Arms exhibition, the Museum gave a lecture to an audience at the British Embassy in Warsaw.



EVENTS AND EXHIBITIONS

During the year the Royal Air Force Museum offered a number of exhibitions and public events at our two sites. The re-opening of the Art Gallery and the Special Exhibitions Gallery in London allowed us to extend the Museum's activities, adding to our series of temporary exhibitions and displays and complementing our special events programme. At Cosford we once again worked with Cosford Air Show as part of our varied events programme.

EVENTS

Our programme of regular events at London and Cosford builds our audience, creating opportunities to work with new communities and showing new visitors the range of activities available at both sites.

In 2011 – 2012 the Museum took part in events as part of The Big Draw and Remembrance Sunday, ran Search and Rescue Half-Term events in London and Cosford and held regular weekend and holiday events such as Eagles at Easter and Flights of Fancy. Veterans Day and National Service days honoured our veterans and gave them an opportunity to enjoy special events at both Museum sites.

November 2011 and March 2012 saw our award winning Michael Beetham Conservation Centre open to the public, giving visitors a rare opportunity to gain behind-the-scenes access to our aircraft conservation work and to view current projects including the restoration of our Wellington Bomber.

The highlight of our annual programme is Battle of Britain Weekend. Marking the most significant event in Royal Air Force history, the weekend runs across both Museum sites and features re-enactors, period vehicles, working Operations Rooms, period catering, films and talks. The highlight of the weekend is a daily fly-past at both sites by the Battle of Britain Memorial Flight. In 2011 more than 10,000 visitors attended Battle of Britain weekend across both sites.

EXHIBITIONS

COSFORD

MILLENNIUM SQUADRON

29th July 2011 to May 2012. Exhibition Gallery, Hangar 1

The 'Millennium Squadron' exhibition documented the UK Armed Forces Flying Units that were in existence at 12.01am on the 1st January 2000. The exhibition was originally displayed in 2000. 11 years on, the Museum revisited the collection to examine how many of the units were still active and what fate had befallen the featured aircraft. The collection consists of 116 prints from units as diverse as the Red Arrows, 1435 Flight (RAF), patrolling the skies of the Falkland Islands, many of the Royal Naval Air Service squadrons, Army Air Corps units, and Royal Air Force flying training units. The exhibition was created by Group Captain W.A.W. James MBE, Station Commander of RAF Shawbury.

LONDON

ERIC KENNINGTON: THE FACE OF COURAGE

July 2011 to May 2012. Art Gallery

The Museum marked the re-opening of its Art Gallery with a major exhibition of portraits by renowned wartime

artist Eric Kennington. The exhibition was guest-curated by Jonathan Black, Senior Research Fellow in History of Art at Kingston University.

The exhibition, the first to focus specifically on his Second World War Art, sought to re-assess Kennington's significant contribution to British War Art and to acknowledge his undoubted standing as one of the great British portraitists of the Twentieth Century. Presenting over forty portraits, 'The Face of Courage' explored how, in a 'People's War' he produced unforgettable images of the ordinary men and women who displayed extraordinary courage and resilience under exceptional circumstances.

BROTHERS IN ARMS

September 2011 to March 2012. Special Exhibitions Gallery

During the Battle of Britain one fifth of Fighter Command's aircrew came from overseas with 16 nations represented in its squadrons. Arguably the Royal Air Force's most prolific and successful pilots of this campaign and beyond were the dispossessed Polish and Czechoslovakian pilots who escaped from their homelands to fight against a tyranny that had occupied Continental Europe. 'Brothers in Arms' documented their crucial contribution to the Battle of Britain through memorabilia, drawings, archive film footage and sculpture.

ATHLETES AND OLYMPIANS: SPORT IN THE ROYAL AIR FORCE

March 2012 to September 2012. Special Exhibitions Gallery

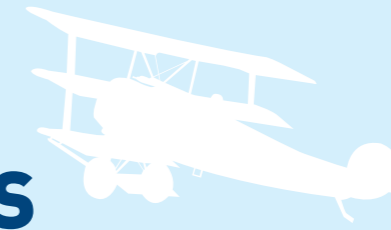
To mark the London 2012 Olympics the Royal Air Force Museum worked in partnership with the Royal Air Force Sports Board to present an exhibition that examined the Olympic careers of various members of the Royal Air Force. This exhibition was supported by The Royal Air Force Benevolent Fund and BAE Systems.



“The children loved it. It is very valuable that they were able to take home a piece of history. Thank you.”
Teacher, 2012



VOLUNTEERS



During 2011 – 2012 volunteers contributed over 20,000 hours of their time to the Museum.

Volunteers support a range of activities which includes 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.

The Trustees wish to thank all those who support our efforts through volunteering. Particular thanks are due to those the membership organisations that support our work at each site.

AEROSPACE MUSEUM SOCIETY OF COSFORD



The Aerospace Museum Society supports our Cosford site by organising volunteer teams for the Michael Beetham Conservation Centre, where they work on projects such as the Sopwith Dolphin and the Wellington, and by supporting events such as Open Cockpit Nights and the Large Model Association Rally, both of which the Museum would be unable to host without their support.

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

FRIENDS OF THE ROYAL AIR FORCE MUSEUM LONDON



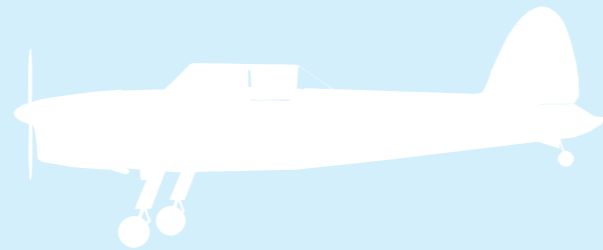
The Friends of the Royal Air Force Museum London support our London site by organising volunteer teams to conserve our aircraft, boat and vehicles. A recent success has been the restoration to running order of the Museum's Model T Ford. The Society is also responsible for providing guided tours of the Museum.

The Friends make a significant donation each year, supporting our Dornier Do 17 recovery project in 2011 – 2012.





AUDIENCE PROFILE



FINANCIAL REVIEW



During 2011 – 2012 there were 535,051 visits to the Museum sites.

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.

The number of visits to the Museum website grew by 10%, passing the million mark for the first time. In total 746,242 unique individuals spent a total of 38,556 hours reading over five million pages of information. The Museum's website relaunched in July 2012.

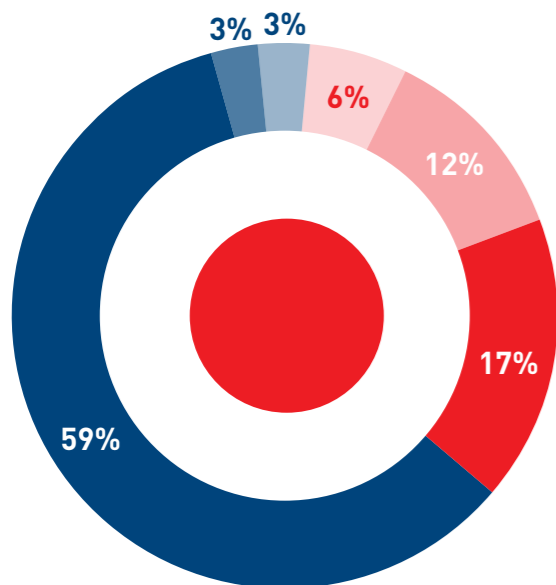
Full details of the Museum's activities and incoming/outgoing resources can be found in the Royal Air Force Museum Annual Report and Accounts 2011 –2012, available from the Director of Operations at the Museum, or by reference to the website www.rafmuseum.org

Our Facebook pages for both sites had more than 6,000 subscribers during the year whilst our Twitter feed was followed by 6,800 people.

Cosford Visitors: there were 275,604 visits to our Cosford site during 2011 – 2012

London Visitors: there were 259,447 visits to our London Site during 2011 – 2012

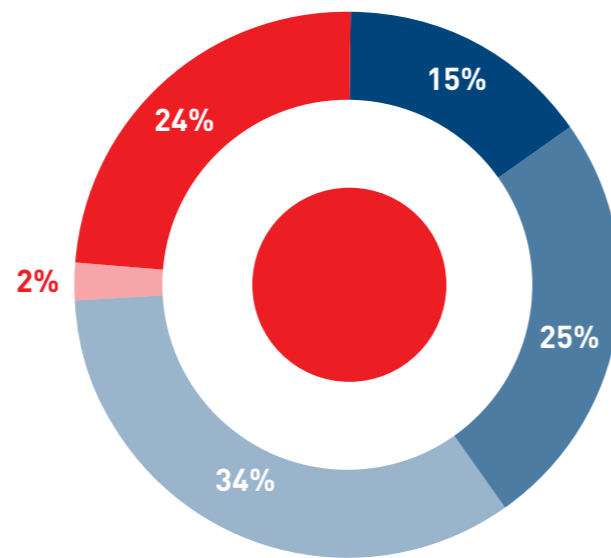
COSFORD VISITORS



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

Base: 3,024 visitors with valid UK postcode or non-UK country of origin

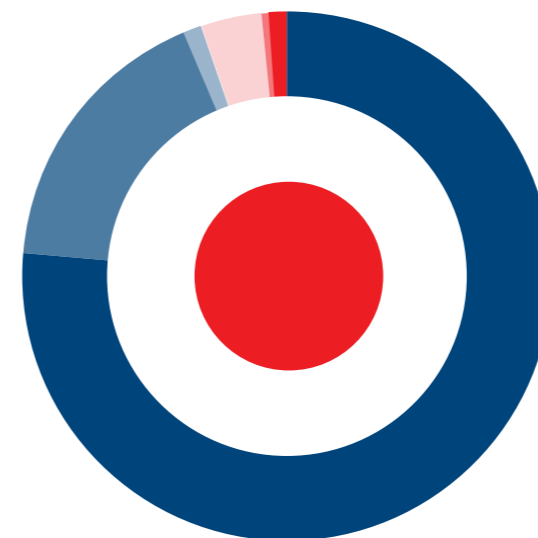
LONDON VISITORS



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

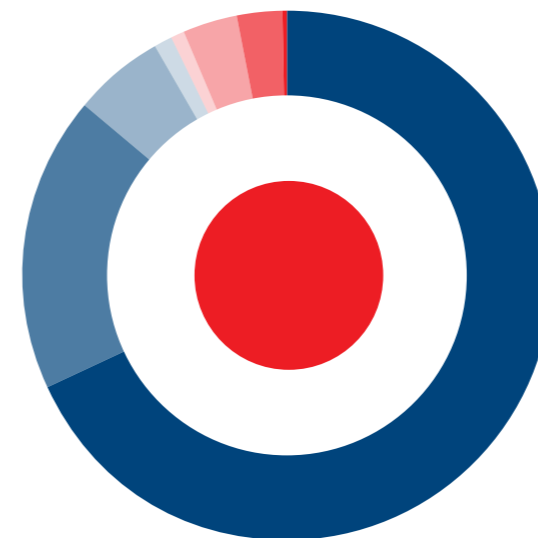
Base: 5,664 visitors with valid UK postcode or non-UK country of origin

OPERATING EXPENDITURE



- Delivering our charitable activities – £8,936,924
 - Trading Costs – £1,997,992
 - Costs of generating voluntary income – £118,095
 - Other costs of generating funds – £499,430
 - Other costs – £4,019
 - Governance Costs – £112,142
- Total £11,668,602**

INCOME REVENUES 2011 – 2012



- Grant-in-Aid – £7,632,000
 - Trading income – £1,992,131
 - Other voluntary income – £350,094
 - Grant-in-Aid – capital works and collections – £109,000
 - Income from charitable activities – £94,663
 - Activities for generating funds – £367,127
 - Donated collections – £307,700
 - Investment income – £23,443
- Total £10,876,158**



FUNDING



The Royal Air Force Museum wishes to thank the following for their generous support:

DONORS:

- BAE Systems
- Balfour Beatty
- Cobham
- Cross and Cockade
- Henshaw Family
- Historic Aircraft Society
- L-3 Communications
- Large Model Rally Association
- Mrs Middleweek
- National Heritage Memorial Fund
- Order and Medals Research Society
- Phoenix Charitable Trust
- RAF Association Cosford
- RAF Historical Society
- Rolls-Royce
- Royal Aeronautical Society
- SELEX Galileo
- Selkirk Charitable Trust
- The Aerospace Museum Society at Cosford
- The Royal Air Force Charitable Trust
- The Society of Friends of the Royal Air Force Museum
- Ultra Electronics

GOVERNMENT:

Ministry of Defence

SPONSORS:

- BAE Systems
- Boeing
- EADS
- The Royal Air Force Benevolent Fund

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.

In June 2011 the Foundation supported an apprentice exchange during which three students from the USA worked in the Michael Beetham Conservation Centre. In September 2011 three apprentices from the Michael Beetham Conservation Centre made a return trip to the USA visiting Washington, Orlando and Seattle to experience working life within NASA, Boeing and the Smithsonian National Air and Space Museum.

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

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:

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His Royal Highness the Duke of Edinburgh

Chairman:

Air Chief Marshal Sir John Day
KCB OBE

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Air Vice-Marshal Peter Dye OBE



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