

**ROYAL ARMOURIES**

# Corporate Plan 2023 – 2028



## Our Subject

### 1356: The Battle of Poitiers

King Edward III's son, Edward the Black Prince, led a successful battle for the English against the French. The French had used the battle of

### 1415: The Battle of Agincourt

The English king, Henry V, secured victory against a larger French army at Agincourt on 25th October 1415. He relied upon military rather than cavalry. By preventing the French to attack, he was able to use defensive tactics effectively. Protected by wooden stakes driven into the ground, the English longbowmen broke the French front of arms and were further disadvantaged by the muddy ground.

*warlike bands of archers, with their strong and numerous volleys, darkened the air, shedding a cloud laden with an miserable multitude of piercing arrows...*

Every weapon has the capacity to be used for good or for ill. Every nation and every community has been shaped to a greater or lesser extent by force of arms, and every right or freedom has at some point been won, lost or regained through conflict.

Arms and armour are among the products of human endeavour which have had the greatest impact on the history of the world: thanks to humanity's relentless desire for advantage in defence and attack, they have been pivotal in forming and re-forming the cultural and geopolitical shape of civilisations. They have shaped all our past and will continue to shape our future. What we learn from our collective understanding of them is far from an academic exercise. It is central to understanding what it means to be human and to shaping peaceful and productive futures.

By drawing together one of the oldest and most extensive public collection of arms and armour in the world; by developing the research and depth of knowledge to be able to explore the subject across areas of history, politics, art, science and practical application, and by developing creative and collaborative partnerships with a wide and diverse range of people with myriad areas of expertise, interest and lived experience, we create a compelling shared story in our unique shared spaces.

## The five-year Corporate Plan



The Royal Armouries' Corporate Plan 2023-28 sets out where we want to get to over the next five years and describes the key strategic aims and objectives that will get us there.

The context of the period covered by the plan is very much one of recovery, growth and development. Having navigated the pandemic and established a solid foundation for sustainable operations, we can now look forward to a dynamic period of growing our audiences and business, and the development of both our estate and the contribution that the Royal Armouries makes to public life and communities.

Importantly this plan acknowledges that our ambition cannot be met by working in isolation. It signals a renewed commitment to partnership and collaboration and to working with local, national and international partners.

## Armouries 700

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2023 marks the 700th anniversary of the appointment of Keeper of the Privy Wardrobe at the Tower of London – representing the first documented official administration of the monarch’s arms and armour.

This anniversary presents an ideal opportunity to reinvigorate the world’s oldest museum with new relevance and renewed capacity to meet the evolving needs of 21st-century communities. Armouries 700 will build on the intention, set out by Trustees in 2018, to create a masterplan that would:

**Transform the institution into a sustainable and forward-thinking entity, leading the field in the study and presentation of arms and armour that facilitates and encourages exploration, fascination and pleasure.**

Armouries 700 will comprise a programme of major capital projects and initiatives, supported by significant investment from partners. As such, it forms both a key strategic strand of the Corporate Plan and an important strategic driver of other activities within the plan and the general operations of the Royal Armouries. Developing and aligning our team, culture, quality standards and processes to deliver and make the most of the potential offered by Armouries 700 will be an overarching theme across our activities.

# Aims and Objectives

Our high level aims and objectives frame our priorities over the next five years. Details of specific activity falling under each objective are set out on a yearly basis as part of the Annual Operating Plan.

No.	Objective
1.1	Audience focused approach
1.2	Improve the visitor experience
1.3	Exciting programme of events
1.4	New temporary exhibitions programme
1.5	Strengthen digital engagement
1.6	Compelling brand proposition

## Aim 1 Audiences and Brand

We will substantially increase audience footfall, driving new visitors. We will provide an inclusive, enthralling and participatory visitor experience in our galleries and enhance this with an evolving, exciting and collaborative programme of events and temporary exhibitions. We will increase our knowledge of our existing and potential audiences using robust data and insight. We will strengthen our brand proposition and raise awareness of our offer to deliver growth. We will harness the power of digital to increase both our online and onsite audiences.

No.	Objective
2.1	Learning experiences for all
2.2	Community engagement and participation
2.3	Collections research
2.4	Advancing skills and experience
2.5	Developing the RA Collection
2.6	Collections management and care

## Aim 2 Collections and Learning

We will be ambitious in empowering the public to engage with the Collection and understand its impact; inspiring curiosity, reflection, and meaningful debate, and providing learning experiences for all ages. We will set the standard for arms and armour care and conservation and preserve object-based knowledge. We will develop and diversify our people to ensure we harness the Collection and stories that surround it to best effect.

No.	Objective
3.1	One Armouries people proposition
3.2	Re-aligning staff accommodation
3.3	Clarify and support RA reward proposition
3.4	Enhancing the volunteer proposition

## Aim 3 People

Through a series of interlinked initiatives, we will develop, reward, value and diversify the Royal Armouries' workforce to be recognised as a preferred employer in our field. We will constructively manage relations with partners and stakeholders for the benefit of all parties.

No.	Objective
4.1	Armouries 700 development
4.2	Armouries 700 RIBA stage 4 development
4.3	Project Starburst implementation
4.4	Income recovery and growth
4.5	Fundraising development
4.6	Grant-in-aid re. Armouries 700
4.7	ICT development
4.8	Developing the estate
4.9	Carbon management

## Aim 4 Sustainability

We will secure the Royal Armouries' long-term future and the achievement of its vision through the development of Armouries 700 and improving the public offer at the three sites. We will increase income, invest in the infrastructure, and embrace environmental responsibility.

# Targets

By 2028 we will have achieved the following targets, relating to **Audiences and Brand**, **Collections and Learning**, **People**, and **Sustainability**.



**Develop carbon and greening strategy**

and set targets in year one.

Improve staff satisfaction levels by

**10%**

as measured by staff survey.

**Check 3,000**

objects in Collections Condition and Location Audit.



Achieve a **Net Promoter Score** above

**70**



**Increase visitors**

57% to

**630,000**

visitors per year across both Leeds and Fort Nelson.

**Achieve 100%**

appraisal rates for all staff.



Achieve commercial (RATE) income target of

**£3.2 million**

(stretch target £3.9 million) per year.

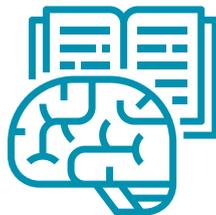


**Achieve 36,000**

learning participants per year across all sites.



Increase website users by **20%** to **1,200,000** per year



Achieve research Altmetric Score of **3 per article**



**Increase social media impressions**

by 20% to **30,000,000** per year

Maintain internal audit at

**'moderate' level**

**Raise £7.9 million**

capital by Year 5.



Achieve fundraising targets of

**£2.5 million revenue**



Achieve 95%

**staff retention**

Establish a baseline to measure

**staff inclusion**

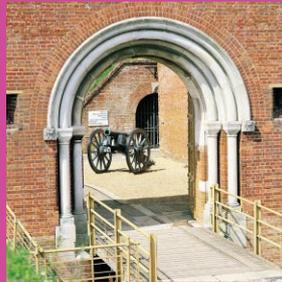
in year one.

**1**

Attain research support bid per year

**Achieve unqualified external audit opinion.**





**FORT NELSON**



**WHITE TOWER**



**LEEDS**

**ROYAL ARMOURIES**