



Royal Artillery Heritage Strategy

2025

BACKGROUND

This second edition of the Royal Artillery Heritage Strategy updates the first iteration published in 2019. It continues to support the other work-streams that originated from the 2018 Royal Artillery Strategic Review. There is no change in the purpose of the Heritage Strategy, which remains 'so that there may be a common understanding of the importance of heritage to the Royal Regiment, both within the Regiment and more widely; also that it may be more effectively managed. It justifies activity and expenditure of public and non-public funds in support of heritage and presents broad priorities for it. It also provides a mutually supportive linkage between our heritage activities, some of which might previously have been considered ad-hoc, niche, stand-alone or otherwise difficult to justify'.

This second edition of the Royal Artillery Heritage Strategy was drafted by members of the Royal Artillery Heritage Committee under the leadership of Brigadier Rob Alston and approved by the Master Gunner. Where appropriate, content from the first edition has been included. It is relevant to all Royal Artillery formation HQs, units, charities and veteran organisations concerned with the delivery of Royal Artillery heritage or its utility in supporting the operational effectiveness of the Regiment.

CONTENTS

1. Front cover
2. Background and contents
3. Foreword
4. Introduction and definitions
5. Scope
6. Strategic framework
7. Strategic objective 1
8. Strategic objective 2
9. Strategic objective 3
10. Unit heritage activity: case-study
11. Enabling objectives
12. Engagement, monitoring progress and next steps
13. Royal Artillery Museum - next steps
14. Unit heritage activity: guide
15. Summary
16. Back cover

FOREWORD BY THE MASTER GUNNER



Lieutenant General Sir Andrew R Gregory KBE CB DL

I am delighted to introduce the second iteration of the Royal Artillery's Heritage Strategy. The first edition was a significant step forward in explaining why our heritage is important and what it is for. It led to an improvement in heritage governance and greater coherence in how it is funded. Reflecting, perhaps, that the world is a more dangerous and uncertain place that it was even five years ago when the strategy was first published, this updated version of our Heritage Strategy places the operational effectiveness of the Regiment at its heart. As a Regiment which is justifiably proud of our 300 years of war-fighting prowess, we should take every opportunity to mobilise our Regimental assets in support of our core purpose: to find and strike at range. So the Heritage Strategy builds on the first edition but makes a more direct link between our heritage activities and our fighting power. In doing so, it helps us prioritise our limited resources against those heritage activities which are of most value to the Regimental community, whilst also identifying how we can better leverage our heritage to greatest effect.

Despite everyone's best efforts, we don't yet have a Museum to display the Royal Artillery Collection, but we continue to progress, albeit slowly, and I want to recognise the incredibly hard work of the team committed to that project, as well as those maintaining the Collection in difficult circumstances so that it will be ready when we are able to put it on display. There is hard work ahead, but momentum is growing and I look forward to great progress during the next few years.

As I did in the foreword to the first edition, I want to thank all those volunteers who invest so much of their time in keeping our heritage alive, whether that be working in the museum on the Collection, working in the Archive, researching and delivering presentations to the RAHS, or many other invaluable functions which I could list. Together with those few professionals employed in our heritage community, your time and expertise are hugely valued and very much appreciated. I hope that the Heritage Strategy will build and maintain the wider Regiment's support for your endeavours.

The Royal Regiment of Artillery has a history that extends over 300 years. Members of the Regiment are justifiably proud of the critical contribution of the Regiment to our nation's story over that period. We are hugely fortunate that the history of the Regiment, and the histories of thousands of members of the Regiment, are evidenced and illustrated by our world-class collection of documents, books and artefacts. We are also fortunate that our history remains vibrant and familiar through our traditions and by those who study and communicate it to others through papers, books, lectures, social media and re-enactments. Our history is inextricably linked to the evolution of the science of artillery and the development of the artillery system of technologies, again both brought to life through the Royal Artillery Collection. At a time when the Regiment is recapitalising to meet a growing, but very familiar, threat in Europe and new threats further afield, engaging with our history and our wider heritage should both be enjoyable and play an important educational role in preparing us professionally for the very real technical, conceptual and human challenges that we face today and in the future.



Army heritage. Heritage is a powerful conceptual and practical asset for the Army with direct impact on the moral component of fighting power. It underpins the Army's distinct ethos, character, identity and purpose. It displays the Army's service and its unique contributions to the culture, traditions, history and character of the United Kingdom, and explains the Army's standing in the nation. (AGAI 100: Army Charities Policy).

Royal Artillery heritage. Royal Artillery heritage is 'those elements of the history of the Royal Artillery which we can perceive today through stories, artefacts, buildings or traditions'. The scope of RA heritage is expanded on page 5.

The Royal Artillery heritage community. The Royal Artillery heritage community encompasses the whole Regiment, as we are all active consumers of heritage and participants in the making of our history. However, for the purposes of this strategy, the community primarily refers to:

- The Royal Artillery Collection, Library and Archive.
- The Royal Artillery Museum.
- The Royal Artillery Historical Society.
- Regimental Headquarters Royal Artillery.
- The Royal Artillery Institution.
- The Royal Artillery Association.
- The Royal Artillery Heritage Committee.

Scope of RA Heritage

The following are in scope of Royal Artillery Heritage as defined in this strategy

Tangible

- Examples of Royal Artillery equipment, uniforms, weapons and vehicles, including all elements of the artillery system, held in the Royal Artillery Collection and by other heritage collections.
- Documents and digital content held in the RA Collection, libraries (various), online (military and civilian) and Regimental, battery and private collections, including battery histories, maps, war diaries, magazines, operational documentation and the official RA history, related academic scholarship and wider publications about the development and employment of artillery.
- The Royal Artillery Museum, as the repository of the Royal Artillery Collection and the focus for public and Regimental engagement with it.
- Buildings, places and infrastructure which feature in Gunner History, including the Central Messes.
- Medals earned by members of the Royal Artillery, including those in the RA Memorial Medal Collection.
- Memorials to, and graves of, members of the Royal Artillery.
- Artworks and silver owned by or relating to the Royal Artillery, including the RAI Collection and Regimental and battery property.
- Other Regimental and battery non-public property including documents and artefacts.
- RA symbology including flags, badges, cyphers, and insignia.
- The King's Tp RHA which, while it has its own heritage (in common with all RA organisations) and an operational ceremonial function, is uniquely also a heritage asset as it is one of our most recognisable links with the Regiment's historical traditions, equipment and role.

Intangible

- The history (stories) of the Royal Regiment, its campaigns, regiments and batteries, and of those who served.
- Battery and Regimental lineage and battery honour titles.
- The history of the development of the science of artillery by, and on behalf of, the Royal Artillery, and the accrued scientific knowledge.
- Artillery system doctrine, tactics, techniques and procedures.
- Traditions and Regimental events, which help generate our Regimental ethos and esprit de corps. These include annual events such as: the Ceremony of Remembrance at Hyde Park; the Memorial Service at the National Memorial Arboretum; Gunner Sunday at the Royal Hospital Chelsea; the Royal Artillery Gold Cup; Royal Artillery Mess events including the Alamein and Spring Dinners; and celebrations commemorating St Barbara as our patron saint.

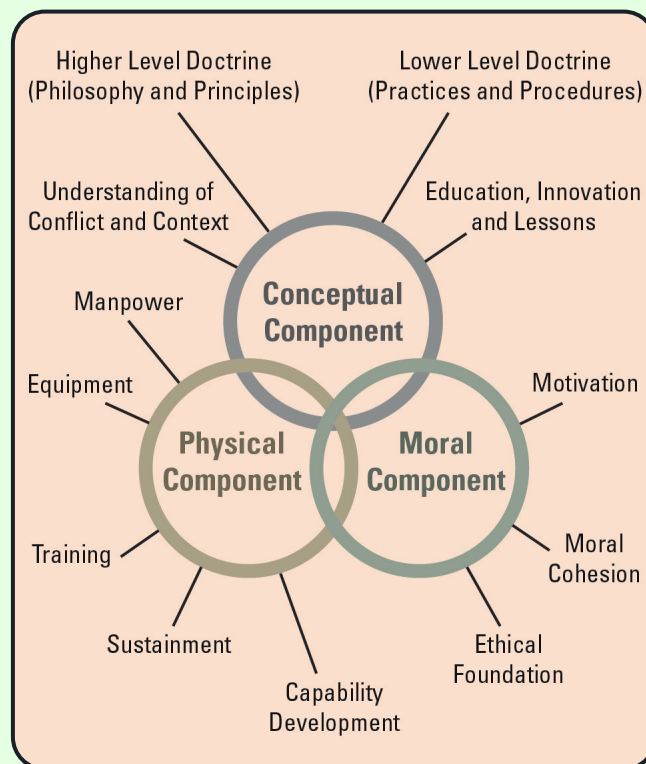
💡 Whilst the origins of The Arsenal Football Club lie with the workers of the Royal Arsenal, rather than with the Royal Artillery, there is a strong sense of common heritage between the two 'Gunners' and whilst our association with Arsenal FC doesn't directly support the objectives of this strategy, the link through our mutual association with the Royal Arsenal at Woolwich is acknowledged.💡



Strategic Framework

Aim. The RA Heritage Strategy exists to identify and, through collaboration between the Regiment and its heritage delivery organisations, to realise the value that heritage activities can provide to the serving Regiment and the wider community that supports it.

Value. The value of RA Heritage is defined in this strategy by its positive impact on the operational effectiveness of the Regiment, which is defined (in accordance with our military doctrine), using the components of fighting power (moral, physical, conceptual). Heritage does not, of course, have a decisive impact on fighting power in isolation, but this strategy argues that it can (and must) make a useful contribution if the Regiment is to be as effective as the nation needs it to be. Heritage also has wider value, including its positive impact on potential recruits, families, veterans and the wider community. Engaging with heritage brings joy, stimulates, inspires and educates in many ways. There is also a moral imperative on a cultured society to preserve and enrich its heritage for its own sake. But for a military organisation, it is reasonable and appropriate that our focus for heritage should be on its contribution to our operational effectiveness.



Vision. The vision of this strategy is therefore that the Royal Artillery enhances its operational effectiveness by understanding, valuing, protecting and using its heritage to develop its fighting power.

Strategic Objectives and Outcomes. The vision will be achieved through the coordinated delivery of heritage activities which collectively support three strategic objectives. Each strategic objective describes the contribution of heritage to one of the three components of fighting power. The strategic objectives will be met through the delivery of a series of heritage outcomes, which are specific benefits that the heritage community can deliver (or contribute significantly towards) for the Regimental family. Collectively, they articulate a detailed programme for how RA heritage can make a tangible, positive impact on the fighting power of the Regiment, by enhancing the will to fight, educating our people on how to fight, and developing the equipment, tactics and techniques to allow them to fight.

Lead beneficiaries. The three components of fighting power all contribute to operational effectiveness; they do not work in isolation but in collaboration. Acknowledging, however, that each of the three components is the (broad) responsibility of a different part of the Regimental hierarchy, each strategic objective has been allocated a 'lead beneficiary'. Their role is to be a demanding customer, on behalf of the Regiment, for the objectives and outcomes described in this RA Heritage Strategy and to work through the RA Heritage Committee to realise the benefits and to judge whether they are being delivered. Each beneficiary is represented on the RA Heritage Committee by a committee member who holds the 'conscience' for the coherence of activities in support of their strategic objective and is responsible for ensuring that there is a plan to drive activity in support of these strategic objectives and in support of the lead beneficiaries, who are not responsible for that plan, but should engage with and invest in it.

Strategic Objective 1: Conceptual

RA Heritage will enhance the conceptual component of the Regiment's fighting power, in support of the **Commandant of the Royal School of Artillery** and other leaders responsible for training, education and development. The intent is that members of the RA will achieve operational decision advantage by applying relevant historical lessons to help them solve contemporary challenges.

Outcomes. The RA heritage community will contribute to this by working collaboratively with trainers and the Chain of Command to ensure that:

a. RA individual and collective training benefits from historical case-studies, supported by documents, artefacts and other media, that identify operational lessons and bring doctrine and TTPs to life through real-life examples from the Regiment's history. The establishment of the new RA Training into Doctrine Steering Group (TRADOC SG) provides a useful mechanism to identify opportunities for heritage to support contemporary lessons.

b. RA education is supported by battlefield study resources that identify relevant tactical and operational lessons from the Regiment's history and bring them to life using relevant artefacts and documents from the Collection.

Critical to the ability to support the conceptual component of fighting power is the delivery of the Royal Artillery Museum project, which will conserve and then operationalise the Royal Artillery Collection of documents and artefacts to tell the stories of the Regiment and those who fought in it through education, outreach and engagement.

Equally important, and dependent on the evidence contained in the Archive, is that RA heritage is underpinned by Regimental, formation, unit and sub-unit histories that are authoritative and accurate. These must provide a compelling summary of the activities of those organisations and those who served in them, ensuring that our heritage is based on history, rather than mythology.



Strategic Objective 2: Moral

RA Heritage will enhance the moral component of the Regiment's fighting power, in support of the **Regimental Colonel** and other leaders responsible for our people. The intent is that individual morale, team cohesion and Regimental comradeship is enhanced and underpinned by awareness of, and respect for, the achievements of our predecessors.

Outcomes. The RA heritage community will contribute to this strategic objective by working collaboratively with the chain of command and veteran organisations such as the Royal Artillery Association to ensure that:

- a.** Members of the Regiment are inspired to serve, fight and win through their knowledge of historical examples of RA officers and soldiers who embodied the Values and Standards of the British Army. At the heart of this is the way in which the Regiment attracts new members (including at RMAS) and, critically, how we imbue our soldiers and officers undergoing initial trade training in 14th Regiment Royal Artillery with the values and standards of the Royal Artillery, and how we prepare them for the challenging realities of war.
- b.** Royal Artillery comradeship across the serving and veteran communities is enhanced by the commemoration of notable historical events and actions, through parades, functions and other events. With the battery at the heart of our community and the battery honour title and its associated history central to the character and ethos of the battery, our comradeship is fundamentally based on our shared history. Battery history rooms, battery birthdays, and other commemorations remain vital to Regimental life and must be valued, maintained and supported.



Strategic Objective 3: Physical

RA heritage will enhance the physical component of the Regiment's fighting power, in support of **Assistant Head Deep Effects**, the chain of command, and all those working in capability development and warfare development. At a time when the Royal Artillery is undertaking a major recapitalisation programme, and near to the start of a decade of new equipment for the Regiment, the RA heritage community will support the development and employment of those new Royal Artillery capabilities by offering insight from its unique access to the historical research and experience of the development of the artillery system of systems.

Outcomes. The RA heritage community will contribute to this objective by working collaboratively with those on the Artillery Staff employed in DE&S and Army HQ, in DSTL, and those in industry to ensure that:

- a. The Royal Artillery's unique collection of weapon systems, ammunition, fuzes and technical documentation is accessible, primarily in the Museum, to those with an interest in artillery technical history.
- b. DE&S, Army HQ and industry are aware of the Royal Artillery Collection as a resource and use it to inform capability development.
- c. LWC, formations and units are aware of the Royal Artillery Collection as a resource and use it to inform warfare development and to refine the concepts of employment for new capabilities.



Unit Heritage Activity: Case Study



With more of the Regiment now garrisoned in Larkhill than ever before, it has never been easier to engage with the heritage of the Regiment and its

batteries through the Museum and Archive. 28/143 Battery (Tombs's Troop) Royal Artillery of 19th Regiment Royal Artillery (The Scottish Gunners) recently made excellent use of these facilities as part of an impressive effort to better understand its own history, and through this achieved greater comradeship and an appreciation of what the battery had achieved in the past.

First, members of the battery visited the archive to research their battery history and update it based on sound archival evidence. Wikipedia only gets you so far! They also accessed a list of interesting podcasts and YouTube videos that were relevant to the battles and conflicts their antecedents had fought in.



Second, now with a better understanding of when and where the battery fought in the past, members visited the Royal Artillery Museum to view examples of

weapons, equipment and uniform that related to the battery. The sub-unit heard more of the stories of previous members of the battery and the Regiment who had fought throughout history. Personnel had conducted their own research on items that they were going to see and were able to explain their relevance to each other. Throughout this visit, members learned more about the artillery system, how it developed, and why we fight in the way we do today.

Deploying to the poignant battlefields of World War 1, members of the battery and wider Regiment were subsequently able to study the impact of artillery and the development of combined arms manoeuvre during The Great War, drawing similarities to the current conflict in Ukraine. This included participating in the daily Last Post ceremony at the Menin Gate, Ypres.



Finally, having really put the history of the battery into context and improved understanding of its heritage, the battery celebrated its birthday (in this case the anniversary of its amalgamation) and invited veterans to return to meet serving members and reunite with each other. This has reinforced comradeship and educated the newest members of the battery about the strength of the battery family and the continuity that it represents in service to the country over many decades.



How will you engage with your heritage?
If you need more inspiration, give the team at the Royal Artillery Museum a call.



Enabling Outcomes and Activities

In addition to the outcomes described above, this strategy has identified those enabling outcomes that will contribute to good governance and management of the heritage community, which in turn will maximise the community's contribution towards the aims of this strategy.

Governance, administration and funding. This strategy will promote the effective governance, administration and funding of heritage outputs. The lead on this outcome is the Royal Artillery Heritage Committee (RAHC), which is a sub-committee of the Royal Artillery charities Board of Management. The RAHC is the gearing between the wider Regimental governance and those involved in delivering heritage activities, specifically the Royal Artillery Museum and the Royal Artillery Historical Society. The RAHC seeks to cohere the activities of the Royal Artillery heritage community in support of this strategy and to ensure good governance across the community. It also seeks to support RAM to maintain the Collection's Arts Council England designated status.

Accessibility. This strategy will fail without appropriate access by the Regiment and the wider community to our heritage. This will be pursued in at least three ways:

- (1) **Physical.** The RA Museum project is the key activity in enabling physical access to the Collection, beyond the small (but excellent) temporary display.
- (2) **Digital.** Much of the Collection, particularly the Archive and the catalogue can be digitised and made available online, alongside a growing body of excellent digital learning resources, academic scholarship and papers created by the RAHS, individuals and other organisations. There is an opportunity to increase accessibility by ensuring that all digital content is linked together appropriately. The new RA app and website, linked to the new RAM website, will be connected and leveraged to drive online traffic to RA heritage resources.
- (3) **Oral.** Maybe the most compelling way of the Regiment accessing its heritage is through the telling of its stories by passionate and engaging speakers. The regular lectures by the RAHS and similar events hosted at local levels are therefore critical to enhancing the accessibility of our heritage.

Mobilising participation. RA heritage is supported and enriched by professional and amateur RA historians, archivists and volunteers, including the official Gunner historian. The lead for this sits with the heritage community organisations, who between them have cultivated a dynamic and growing pool of professionals and volunteers, actively engaged in the Regiment's heritage.

Engagement with the Regiment. There is real appetite from the heritage community to engage with the serving Regiment more meaningfully and a consensus that the best way to do this is via a network of regimental heritage officers in each unit. They will be supported by the heritage community to promote the strategy in their units and, in turn, will support the RAHC, RAHS and RAM in their efforts to help the Regiment realise the benefits of its heritage and ensure that it is being both captured and conserved for the future. The heritage community will reinvigorate its efforts to build that network from the community of those who are passionate about history that exists in the Regiment.

Enabling Outcomes and Activities

Wider engagement. This strategy will be communicated to the Regiment via the annual Regimental orders and will support and inform the Regiment's engagement with the Army and wider heritage stakeholders. The key messages relating to this strategy are:

- The RA Heritage Strategy exists to realise the value that heritage provides to the serving regiment and the wider community that supports it.
- The value of RA Heritage is that it can enhance the operational effectiveness of the Regiment.
- The vision of this strategy is that the Royal Artillery enhances its operational effectiveness by understanding, valuing, protecting and using its heritage to develop its fighting power.

Optimising the Collection. New acquisitions should be supported where they fill gaps in the Collection and will contribute to the strategic objectives of this strategy. The oral history project, curating personal recollections of history within living memory, is an example of this. Equally, where artefacts do not meet the aims or scope of the Collection, rationalisation by the RA Museum in accordance with Arts Council England guidelines may be appropriate.

Heritage funding. Heritage is not a 'free good' and the Regiment acknowledges this in its annual funding of heritage activities and of heritage development. The RAHC coordinates bids from across the heritage community for Board of Management funding, through an annual funding exercise each autumn. The RAHC will publish an annual Royal Artillery Heritage Plan that sets out the main activities to be funded each year. This will clearly articulate how that funding is being used in support of the RA heritage strategic objectives. Additional funding is required to meet the costs of building the new museum, which is expected to be generated through a combination of RAM capital, RA charity Board of Management grants and fundraising.

Generating income. RA heritage must minimise its financial draw on Regimental charities by optimising monetisation opportunities. Where possible and appropriate, public engagement with Regimental heritage should be leveraged to raise money to offset some the cost of the enterprise, building on the modest income streams generated by, for example, the Archive and sponsorship of gate guardian conservation. The first step towards this is the delivery of the museum project, which will provide a stable base from which to seek future commercial opportunities.

Monitoring progress. The 2019 Heritage Strategy tasked the RAHC with instigating measures of effect, but this was not achieved and will be rejuvenated so that adjustments can be made to activities where the anticipated benefit is not achieved. The broad nature of the strategic objectives and the lack of any objective data however makes this difficult. To provide some data to inform this work, a baselining exercise will be conducted to determine whether relevant personnel feel RA heritage is having a positive impact on their contribution to the fighting power. Depending on the results achieved, future surveys could be undertaken to establish whether the impact of heritage activities has increased over time. Where benefits are not being realised, the RAHC will work with individual organisations to address this or, where it sits outside their remit, escalate the issue to the RA Board of Management or RA Executive Board by the Chair RAHC, who sits on both of those boards.



The Royal Artillery Museum (RAM) is a charity that exists to care for, develop and make accessible the Royal Artillery's nationally significant collection (which is held in the ownership of a separate trust operated by the trustees of RAM). RAM's Vision is to be the nation's centre of excellence for artillery heritage.

The collection was established in 1778 to support Gunner training, located at the heart of the Regiment in Woolwich. It opened to the public in 1820 at the Rotunda on Woolwich Common. In 2001 the new Firepower Museum at the Royal Arsenal brought together the artillery collection from the Rotunda with the Regimental history collection, medal collection, library and archive. The entire collection has Designated status under the Arts Council England scheme and is the foremost collection of artillery and related material in the UK.

With the Royal Artillery's centre of activity now at Larkhill, the Regiment took the decision to relocate the collection to Wiltshire, with Firepower closing in 2016. RAM currently undertakes a wide range of museum and archive activities from interim facilities in Larkhill, Netheravon and Amesbury, while taking forward the project to create a new museum close to Larkhill.

The new museum will be delivered by RAM with the full support of the Regiment, part-funded by the RAI and RACF through the RA Board of Management. The Master Gunner's Museum Assurance Board (once endorsed) will provide an effective link between the Master Gunner's Committee and the RA Board of Management, and RAM's Project Board for the new museum project.

The new museum will return the Royal Artillery's unrivalled collection to public display close to the home of the Regiment, securing its preservation for future generations and revitalising its contribution to Gunner training and regimental life. It will be an exciting and dynamic hub for Gunner heritage, providing a focus for education, learning, volunteering, participation, military-civilian integration, community activities and events.

The new museum will be developed in phases, allowing work to proceed within a reasonable timescale, but the initial project must still deliver a comprehensive and viable museum facility. The site master plan will be designed for effective future expansion creating additional galleries, displays and other features. An indicative programme comprising three projects is outlined below.

- **Project 1** provides improved accommodation and public access for the majority of the collection, based around a small introductory gallery, a special exhibition gallery and the "gunshed" - a large fully accessible collections store. It includes a full archive research centre, conservation workshop, café, shop, children's play area, flexible education/community space, offices and infrastructure.
- **Project 2** adds another gunshed creating a large post-WW2 display gallery, a medals gallery, education centre, and garaging for working vehicles.
- **Project 3** adds a third gunshed creating another large gallery (from early artillery to WW2) the Railway Gun and flexible conference and community spaces.

Location. Pending final agreement on the lease, the new Royal Artillery Museum will be built on 25 acres of MOD land immediately to the east of Larkhill Camp and to the north of Alanbrooke Estate (service families' accommodation).

Funding. Project 1 is estimated to cost around £13m. £8m has been secured (in principle) with the rest to be raised through a fundraising campaign taken forward by RAM with the support of the Regiment.

Timeline. Project 1 is expected to take around five years, from the signing of the lease with the MOD to the opening of the museum.

Unit Heritage Activity: a Guide

Unit Heritage Reps

The Regiment will create a network of unit heritage reps to help coordinate the delivery of these important heritage activities across the Regiment, including:

- The collation and maintenance of unit and battery histories.
- The maintenance of the Regimental history, through submission of relevant information to the Archive, including operational records.
- The management and care of RAI, RAM, unit and battery heritage property.
- The engagement by the serving Regiment in the heritage offer provided by Royal Artillery Museum, Archive and the RAHS.
- Sharing of best practice.
- Coordination of heritage-based events.
- Advocating for the study of military history both for fun and professional development, as part of the unit education programme.

Unit Formal Requirements for Unit heritage

Operational Record Keeping (ACSO 1120 & 1810). Regiments are encouraged to have a classified ORK and an unclassified ORK that can be placed immediately in the Archive.

Unit Historical Returns are no longer required, however units are strongly encouraged to submit annual summaries of all non-operational activity to the Archive to provide the 'golden thread' of historical continuity.

Heritage artefacts in units may belong to the unit, a mess, a battery, be on loan from the RAI or be part of the RA Collection and on loan from RAM. Whoever owns the artefacts, they must be cared for, accounted for and insured.

Capturing History

The Regiment is incredibly busy and we do a great job of telling that story through social media, however this is relatively difficult to capture for the historical archive. Units can help by ensuring that social media is used as the basis for more enduring media such as the RA Downrep and Gunner Magazine, both of which are formally archived.

Battery History Rooms

Many batteries have outstanding history rooms, but in other cases batteries are sitting on large and important collections of artefacts and documents that can't be appropriately displayed or would be more appropriately accessioned into the Collection or Archive and professionally cared for. RAM is working with Regiments and batteries to help conserve these important collections for the future.

Royal Artillery Heritage Strategy

Context: *what RA Heritage is and why the Gunners need it*

RA Heritage is defined as those elements of the history of the Royal Artillery which we can perceive today through stories, artefacts, buildings or traditions.

Need: The Royal Artillery must optimise its fighting power to maximise operational effectiveness.	Precedence: Defence Outputs & Charities Act 2011 → Army Charities Strategy → RA Heritage Strategy	Purpose: RA Heritage will optimise the operational effectiveness of the RA by educating, inspiring and reinforcing unit cohesion and comradeship.
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Aim: *why have a RA Heritage Strategy?*

The RA Heritage Strategy exists to identify and, through collaboration between the Regiment and its heritage delivery organisations, to realise the value that heritage activities can provide to the serving regiment and the wider community that supports it.

Vision: *for the relationship between the Regiment and its Heritage*

The Royal Artillery enhances its operational effectiveness by understanding, valuing, protecting and using its heritage to develop its fighting power.

Strategic Objectives and Outcomes: *how RA Heritage will achieve Vision*

Strategic Objective 1: Conceptual	Strategic Objective 2: Moral	Strategic Objective 3: Physical
Lead Beneficiary: Commandant RSA	Lead Beneficiary: RA Regt Colonel	Lead Beneficiary: AH Deep Effects
Description: The RA achieves operational decision advantage by applying relevant historical lessons to help them solve contemporary challenges.	Description: Individual morale, team cohesion and regimental comradeship is enhanced and underpinned by awareness of, and respect for, the achievements of our predecessors.	Description: The development and employment of new RA capabilities by offering insight from its unique access to the historical research and experience of the development of the artillery system of systems.
Outcome 1: RA individual training benefits from relevant heritage inputs that identify operational lessons and bring doctrine & TTPs to life.	Outcome 4: The RA is inspired by historical examples of RA officers and soldiers embodying the British Army's Values and Standards.	Outcome 7: The RA engages with a comprehensive RA Historical Collection online and in person.
Outcome 2: RA collective training benefits from relevant heritage inputs that identify operational lessons and bring doctrine & TTPs to life.	Outcome 5: RA comradeship is enhanced by commemoration of notable actions, through parades and other events.	Outcome 8: The RA Historical Collection is used by DE&S, Army HQ and industry to inform Cap Dev.
Outcome 3: RA education is supported by battlefield study resources that identify relevant tactical and operational lessons.	Outcome 6: RA heritage is underpinned by official and authoritative campaign, unit and battery histories.	Outcome 9: The RA Historical Collection is used by LWC, formations and units to inform War Dev and concepts of employment.
Enabling Outcomes		
Outcome 10: RA heritage governance, administration & funding effectively supports heritage outputs.	Outcome 11: RA heritage is accessible by the Regiment and the wider community via the RA Museum and online.	Outcome 12: RA heritage is supported and enriched by professional and amateur RA historians, archivists and volunteers.
Outcome 13: RA heritage generates income to minimise its financial draw on the wider Regiment by optimising monetisation opportunities.	Outcome 14: RA heritage optimises the Collection by supporting new acquisitions where they fill substantive gaps.	

