



A STRATEGY FOR

ROYAL ARTILLERY HERITAGE

2019

BACKGROUND

The Royal Artillery Heritage Strategy has been developed as one workstream in the Royal Artillery Strategic Review that was initiated in the Spring of 2018. The other workstreams, all of which are interlinked to an extent, include Governance, People and Ethos, Operational Purpose and Distinctive Competencies, Communications and Charities and Veterans.

The Heritage workstream has been led, and this strategy authored, by Brigadier Richard Haldenby.

699,757

Serving Gunners

at the height of the Second World War. This was over a quarter of the strength of the entire British Army at that time

62

Victoria Crosses

Have been awarded to members of the Royal Regiment of Artillery

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FOREWORD

I am delighted to be able to introduce the Royal Artillery's Heritage Strategy. For many Gunners, the importance of our heritage is indisputable, and I would agree. But we have not always explained why it is important, or what it is for, with particular clarity. For this reason, we have struggled to justify why we spend regimental funds on its upkeep, the energy we put into curating our artefacts, or how we present and use our heritage. We have often been fixated on the delivery of individual projects particularly, in recent years, on the Royal Artillery Museum and its associated fundraising campaigns. It is, perhaps, unsurprising that some in the Gunner community feel ambivalent about our heritage. We need to do better.

This strategy, and the analysis that is behind it, helps us understand what our heritage is, who it is for, and what it does for us. We have defined our heritage in terms of its enduring value to the Royal Regiment, outlined our intent for the management of it, and articulated a framework for action under four lines of development: Governance, Accessibility, Curation, and Coherence & Information. Its emphasis is on what we are trying to achieve and why; less on how it will be delivered. The latter will be the responsibility of the new Heritage Committee that will bring better co-ordination between the various aspects of heritage activity, including our museum, our historians and enthusiasts such as the Garrison Artillery Volunteers. In particular, we seek a more defined link to heritage activity in Gunner units, from battery and regimental history rooms, to reunions and families' days. With the purpose of heritage clearly established, and a stated intent, we will be in a much better position to plot our way towards achieving it. I commend this strategy to all Gunners, serving and retired. You are all a part of it; there is no 'opt-out'.

My final point is to thank the small army of volunteers who work so hard to keep our heritage alive. We are indebted to them for the time, money and expertise they put into it and it is my sincere wish that this strategy will bring with it better regimental support, less duplication, and fewer competing interests. Thank you to you all, and keep up the good work!

Lieutenant General Sir Andrew Gregory KBE CB
Master Gunner St James's Park

GUNNER HERITAGE IS THE VALUE THE ROYAL REGIMENT OF ARTILLERY GAINS FROM ITS PAST

NOW AND IN THE FUTURE

21

George Crosses

(or equivalent predecessor awards)
have been awarded to members of
the Royal Regiment of Artillery

**LINKING GUNNER
HERITAGE TO ITS
CONTEMPORARY
VALUE OR PURPOSE
IS IMPORTANT...
WITHOUT IT, OUR
HERITAGE WOULD
BE LITTLE MORE
THAN A HISTORICAL
INDULGENCE**

Royal Artillery Heritage Review, July 2018

The Royal Regiment of Artillery has a history that extends over 300 years. Our Gunners are, with justification, proud of our contribution to the nation and our ubiquity on the field of battle over that period.

The history of the Regiment is both illustrated and evidenced by the equipment that was used, the records and other artefacts that were kept, traditions that developed and analysis that was collated in books, pamphlets and essays. Our history also includes the development of the science of artillery and its skilful application. Our heritage is subtly different to our history; it uses the past as an asset that helps us achieve our aims in the present. We have defined it at the top of this page.

This strategy has been developed 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 strategy has been reviewed by a panel of serving and retired officers and approved by the Master Gunner. It applies to all Royal Artillery units, Regimental Headquarters Royal Artillery, Royal Artillery veterans' organisations and all governance entities that are concerned with the delivery of Royal Artillery heritage.

THE AIM OF ACTIVITY AND EXPENDITURE IN SUPPORT OF GUNNER HERITAGE IS TO SUSTAIN THE ROYAL REGIMENT OF ARTILLERY'S PAST, PRESENT AND FUTURE



OUR PAST

RECOGNITION OF SERVICE

Heritage helps us recognise past service by veterans and the serving Regiment, and acts as a conduit for engagement with our veterans



OUR PRESENT

OPERATIONAL CAPABILITY

Our 'corporate knowledge' is in our heritage. It contributes to operational effectiveness through enhanced professional skill, heightened esprit-de-corps and regimental identity



OUR FUTURE

MAINTAINING SUPPORT

Heritage's many aspects contribute to attracting and retaining our people and maintaining support for what we do by the general public and across Defence

Our vision for Royal Artillery heritage is for a programme that exploits our past to derive the greatest value we can for the Royal Regiment of Artillery, from the resources available.

The vision will be realised through a programme of interlinked activities and key projects, at unit and Royal Regiment level, that comprehensively supports our heritage aim to sustain our past, present and future. We will use selectively curated artefacts, exploit digital opportunities and place an emphasis on making our heritage accessible. This will be enabled by broader changes to Royal Artillery governance. We will also contribute to, and maintain coherence with, Army heritage initiatives.

“ The war of 1914-18 was an artillery war: artillery was the battle-winner, artillery was what caused the greatest loss of life, the most dreadful wounds, and the deepest fear ”

JOHN TERRAINE
White Heat – The New
Warfare 1914-18

ROYAL ARTILLERY HERITAGE COMPRISES PHYSICAL AND INTANGIBLE ELEMENTS

Physical

- Components of the artillery system such as weapon platforms and technical equipment
- Supporting artefacts such as uniforms, vehicles and other equipment not a component of the artillery system
- Memorial medal collection
- Art and silver collection
- Battery/regimental history, flags, collections and similar paraphernalia
- The library and archive directly relating to the development of the artillery system, including technical pamphlets, or relating to notable Gunners, especially those associated with the medal collection, battery histories, war diaries, lessons identified logs, Gunner Magazine, Royal Artillery Journal, etc
- The King's Troop RHA
- Buildings and infrastructure of interest, irrespective of ownership (such as Building 40 at the Woolwich Academy, the Rotunda and the Royal Artillery Mess at Larkhill)
- Memorials and graves
- The Arsenal Football Club

Intangible

- Traditions, particularly where the derivation is understood
- Honour titles
- St Barbara and traditions associated with her
- Oral history and corporate knowledge
- The science of artillery and its development over time – often manifested in the archive

The Regiment does not own, control or even influence all of these elements of our heritage; nor does it have to in order to be able to benefit from them.

“ The Royal Regiment of Artillery played a major role in the Desert Battles, supporting all the other Regiments of the 'Eighth Army'. We were in a group of Artillery units known as an AGRA (Army Group of Royal Artillery). We were well equipped with various modern Artillery weapons of that time, and we were well trained in Artillery work. We could land a shell on a target up to 20,000 yards away with an accuracy of a few meters, and within a minute of receiving the map reference or the position of the target. And as I said, we were a good team. ”

– JOHN MYERS General Montgomery's Eighth Army (The Desert Rats) Part 1 © 2006 BBC

THE VALUE OF HERITAGE TO THE ROYAL ARTILLERY

Fostering Identity and Esprit-de-Corps

that supports operational effectiveness by building teamwork and a will to fight. It helps build trust and a culture of co-operation across and between all Gunner batteries and regiments, the artillery forces of our Allies and the Commonwealth

Enhancing Professional Effectiveness

by way of a deep understanding of the science of artillery that has been developed throughout our history and from the improvements in the artillery system that it has brought

Attracting Recruits

by offering a range of attractors including excitement, inspiration, physical challenge, teamwork and professional and technical opportunities. All of these are illustrated by our heritage. Further, to reassure gatekeepers that the Royal Artillery offers a worthy career and will support and sustain their young men and women



Acting as a Conduit for Engagement With Veterans

by providing the Regiment with an opportunity to recognise the service and sacrifice of our veterans, better understand our professional business by learning from them and to be sufficiently close to them that we know when they need our help. Our veterans also routinely add to our physical and intangible heritage

Building Support from Families

by helping them to understand what we do when we are 'at work', assisting in building the essential support network for times when 'their' Gunner is away, reassuring them that their loved ones are in safe hands and making it clear that there is always someone to turn to when times are tough

Sustaining Public and Wider Military Support

in an era when the public has little understanding of the legal and political context in which Fires are used by the UK and the scrutiny that it invariably entails. This also includes ensuring that the wider Defence community understands the importance of precision and suppression Fires in supporting manoeuvre

HERITAGE STRATEGY

THE ROYAL ARTILLERY HERITAGE STRATEGY IS BASED ON FOUR LINES OF DEVELOPMENT: GOVERNANCE, ACCESSIBILITY, CURATION, AND COHERENCE & INFORMATION

Governance The Heritage Strategy will be enabled by revisions to wider Royal Artillery governance that will bring greater focus and unity of effort across the board. Heritage will be governed by a Heritage Committee that will bring coherence to the existing charities and committees. It will be the conduit to Regimental funding, balancing the needs of all aspects of heritage to deliver the greatest possible effect. The Heritage Committee may, in due course, operate as a charity and it is possible that it may be at the core of a consolidation exercise if that would increase effectiveness and efficiency. The collection must continue to be protected, with ownership remaining distinct from the day-to-day users. The Heritage Committee will initiate heritage sub-strategies, for example, for training support, STEM education initiatives and veterans and welfare support. Periodic reviews of the RA Heritage Strategy will take place under this line of operation.

Accessibility The accessibility line of development is concerned with ensuring that the right elements of heritage are available to, and usable by, those who have a legitimate requirement to access it in support of the RA heritage aim. This includes, in particular, veterans and families. It has three principal outputs. The first is the digitisation of the archive; this is also linked to the curation line of operation. Second, to ensure that our professional training is appropriately supported by our heritage. Third to develop an appropriate approach to using the science of artillery as a vehicle to encourage Science, Technology, Engineering and Mathematics (STEM) subjects in schools, colleges and universities. The STEM initiative will incorporate partnerships with industry.

Curation The curation line of development ensures that we exercise discrimination in our identification of what should be considered to be part of RA heritage, how it is prepared, protected, stored and made available for use. The collection will maintain its Arts Council England designated status. The first priority of work under this line of operation is to support the accessibility line of operation through digitisation of the archive. There is also an urgent need to ensure that the history of the last 25 years, since the demise of paper records, is not lost and a system of digital collation established. The branch on this line of operation concerns the delivery of the principal output of our heritage; the public access museum, whether mobile, fixed-site, or both. A comprehensive Collections Development Plan, agreed with Arts Council England, will drive both acquisitions into and disposals from the collection.

Coherence & Information The coherence and information line of operation is about establishing and maintaining widespread support ('buy-in') for the RA's approach to delivering its heritage. It involves communicating our plans, seeking input from stakeholders at all levels, from individuals (Gunnery) to corporate level (the Army). It will see a communications plan endorsed and implemented without delay, to coincide with the publication of the Heritage Strategy itself. Later, it will seek to understand the heritage requirements of regiments and batteries, potentially linked to the digital collation initiative. It will also seek coherence with the planned Army Heritage Strategy through proactive engagement.

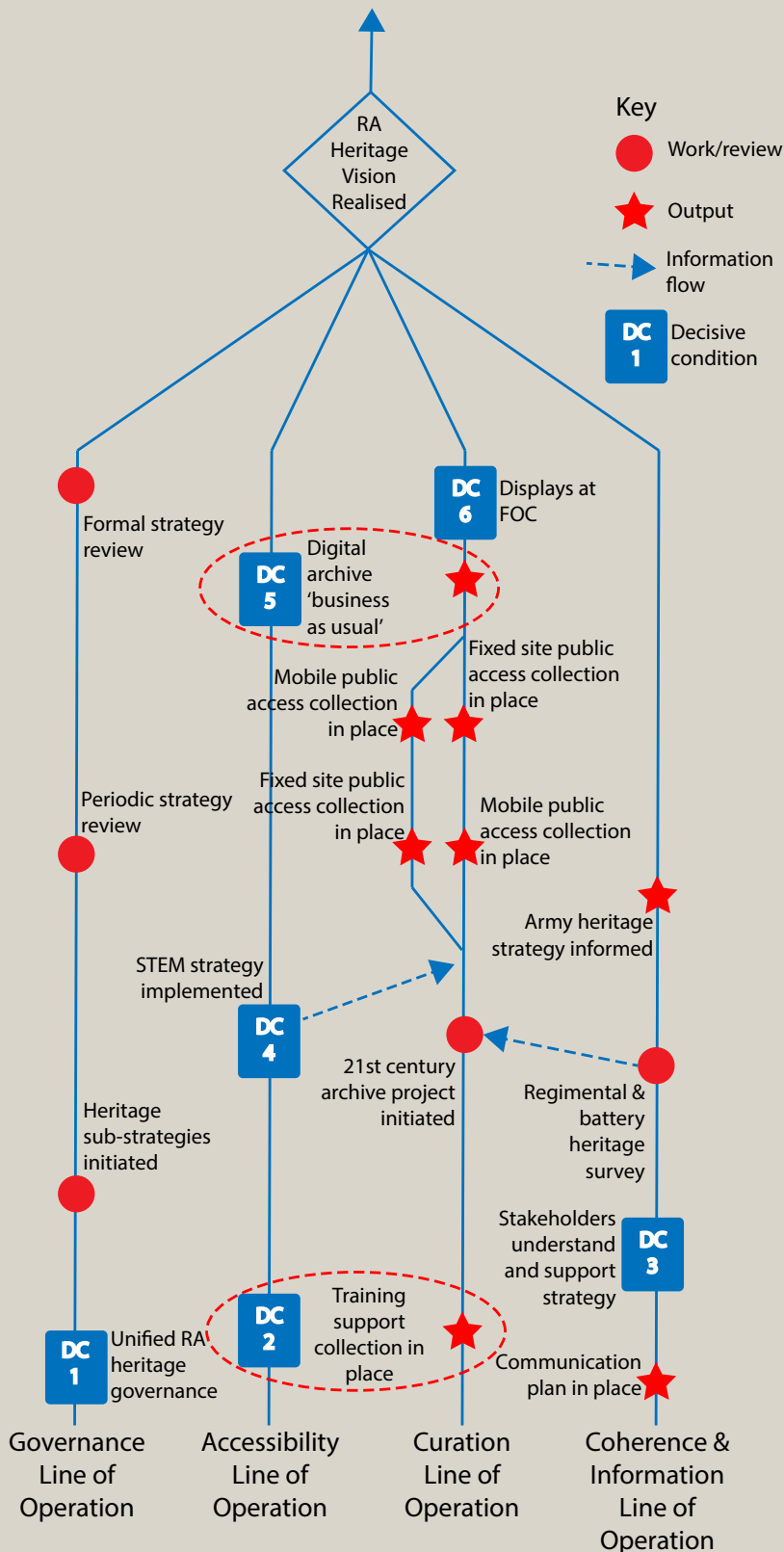
WHAT IS A STRATEGY?

A strategy is a proposed solution to get us from the present (A) to a future state (B), understanding that there will often be a number of pre-determined waypoints (decisive conditions) that are deemed necessary in order to make progress from A towards B. In our case, the future state, or B, is represented by our Vision for RA Heritage. The waypoints, and the order in which they may or may not be achieved, and to what extent, are each less important than achieving the overall intent embodied in the Vision. However, our analysis, so far, suggests that they will help us towards it.

In contrast to a strategy, a plan describes *how* we will get from A to B in a way that balances risk, resources and rewards to an acceptable degree. In this case a number of plans will be required; they will be the business of the new Heritage Committee.

This strategy provides the *what*, but also provides direction on a number of aspects of *how*, which should be considered to be 'specified tasks', including a number of reviews and other 'outputs'. These have been identified in the analysis that was undertaken as part of the 2018 RA Heritage Review that underpins this strategy.

A number of aspects, such as archiving records and optimising the collection, are unlikely to be ever be fully complete. In these cases the decisive conditions mark the commencement of 'business as usual' updates.



THE VISION FOR RA HERITAGE WILL BE REALISED WHEN THESE DECISIVE CONDITIONS HAVE BEEN ACHIEVED:

- DC 1: RA Heritage has achieved unity of effort with one authoritative Heritage Committee drawing together the heritage community
- DC 2: The operational effectiveness of the serving regiment has been enhanced through exploitation of its heritage
- DC 3: The Gunner community understands the benefits of a coherent approach to heritage and has resolved to implement it
- DC 4: Gunner heritage has been made accessible to the broader nation through the medium of STEM subjects
- DC 5: A universally accessible digital archive transitions from digitising old material to the addition of that which is newly acquired
- DC 6: The collection has been refined with no significant surpluses or deficiencies

Monitoring Progress

The Gunner community will have a deep interest in the Heritage Committee's progress in delivering against the strategy. To explain their progress, and assist their routine management, Measures of Effectiveness (MOE) will need to be developed. The subject does not, in all cases, lend itself to 'hard' measurement, so MOE are likely to be a mix of objective and subjective metrics. The Heritage Committee should propose and agree such a set with the Master Gunner's Committee as one of their first actions, as well as agreeing a reporting timetable. In the first instance this should be bi-annually and timed to coincide with the meeting schedule of that senior body. These updates offer an opportunity for proposed revisions to this strategy to be justified and agreed.



The Garrison Artillery Volunteers demonstrate the operation of a World War Two Quick Fire 3.7 inch anti-aircraft gun

Funding

Our heritage is not free; it takes time, effort and funding to sustain it if the benefits we seek from it are to be realised. The funding regime for heritage is complex, and it will continue to be so, in that it comes from disparate sources including public and non-public funds.

Public funds, i.e. those that are ultimately provided by taxpayers, includes the provision of some staff, utilities and infrastructure, some of the latter at below market rates. There is a constant competition for public funds, and provision in one year is no guarantee for the next. We must sustain our public funding by justifying its provision with clarity and consistency. The case for using our heritage to enhance operational effectiveness is a strong one, but one that will demand the careful collection of evidence over time if it is to carry weight. The provision of public funding will be an enduring risk to the heritage programme; it is likely that a heritage 'endowment' fund will need to be built and maintained from non-public funds by way of mitigation.

Our non-public funds demand just as much in terms of sound management, given the legal and assurance controls associated with its charitable status, and the same applies to the grants we receive. We are the lucky beneficiaries of the unparalleled scale of the Royal Regiment, particularly in the last century, and the prudence of our forebears. But this is not, alone, sufficient to meet our aspirations. In the past, the use of large-scale fundraising aimed at the serving and retired

regiment to raise capital sums has caused considerable resentment and, if used again, would likely result in the failure of this strategy. Instead, a more professional and business-like approach is required. Exactly how will be an early task for the new governance bodies, but the potential for Royal Artillery Museum Ltd to be the Gunners' 'trading arm' would appear to present an opportunity.

We must also be more imaginative in terms of our 'offer' to the public; our trading potential is likely greater than has been realised to date, and there would be merit in ensuring that the Gunners gain the income from any sales or other usage of the Gunner brand. However, we must temper over-optimism in our business cases, particularly when it comes to projected visitor numbers to our public displays, basing our plans on the most pessimistic forecasts by independent experts.

We must also apply realism to our aspirations for funding; 'gold-plated' solutions will not impress taxpayers, fund-raisers or donors. That is not to say that our heritage 'outputs' should not be professional or polished; as Gunners we should aspire to nothing less. We are more likely to earn the confidence of our donors and other benefactors if we ensure that major projects, such as any large, fixed-site museum, are developed in small steps rather than a giant leap. This demonstration of prudence is likely to encourage their further generosity.

COMMUNICATING OUR HERITAGE STRATEGY

As we set out to deliver on our heritage aims we will need to have enduring, effective, communications with all our stakeholders if we are to realise the value we seek from it. Some of these stakeholders are listed below on this page. Marked out in bold are those with whom we must communicate our plans most often and in the most detail; they will be both interested and, in many cases, closely involved in making it happen. The development of a communications plan will be an early task for the Heritage Committee, but the high-level message is a straightforward one:

Our Message

The Royal Regiment of Artillery exploits its heritage to bring it value in the past, present and future:

- **The Past:** To recognise the service of veterans and the serving regiment and act as a conduit for engagement with our veterans.
- **The Present:** Contributing to operational effectiveness through enhanced professional skill, heightened esprit-de-corps and regimental identity.
- **The Future:** Attracting and retaining our people and maintaining wider support for the Royal Regiment.

To realise that value we are working to enhance our unity of effort in terms of governance, financial decision-making, and a new, over-arching, Heritage Strategy.

Stakeholders

The serving Regiment

Gunner veterans

Historians and researchers

Enthusiasts

The MOD and Army including wider UK Defence

Gunner recruits

Potential Gunner recruits

Friends and families of Gunners

Allied armed forces and artillery

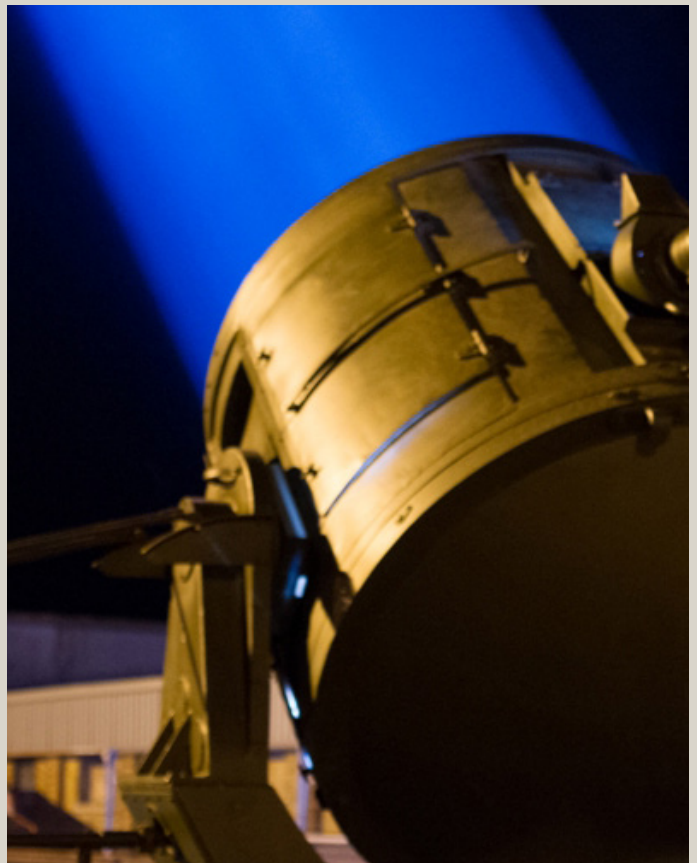
Commonwealth armed forces and artillery

Wiltshire County Council

The wider heritage community

Schools and youth groups

The general public



Complementing their 3.7" gun, the Garrison Artillery Volunteers operate a 150 cm searchlight with its corresponding generator



A Strategy for Royal Artillery
Heritage

2019