



RESEARCH STRATEGY

and

RESEARCH PLAN

2015-20

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1. INTRODUCTION

1.1. Research - the process by which our stock of knowledge and understanding is increased – is central to the purpose of the Royal Armouries and essential to fulfilling our duty as an expert organisation which conserves, presents and interprets a public collection. This is reflected in the Royal Armouries' Corporate Plan, is embedded in the Act that established the museum, and has been a recognised function of national museums since the mid-19th century.

1.2. The strategy is intended to bring/maintain cohesion, rigour, vigour, proper process and transparency to our research effort and align it with the overall aims and objectives of the organisation. It is *not* meant to stifle it with bureaucracy: rather, by reinforcing the status of research at the Royal Armouries, helping to make its value more obvious and explicable both internally and externally, and providing mechanisms to ensure that agreed research is properly resourced, it is intended to encourage and stimulate enthusiasm, curiosity, inquiry, creative thinking, originality and output.

1.3. This document as a whole has two main parts. **PART A**, the **Research Strategy**, uses the word 'strategy' in a deliberately broad sense: it implicitly and explicitly covers aspects of 'policy' – i.e. identifying the general organisational stance on the role and value of research – and process, i.e. how we identify, prioritise and manage research. The strategic component lies largely in the linking and harnessing of research effort to the overall strategy of the organisation as a whole and the (so far embryonic) formation and use of partnerships and third-party support to expand the reach, quality and impact of our research effort beyond what we could achieve ourselves.

1.4. By way of structure, the Strategy, prefaced by a short statement of policy, defines what we mean by research in this context, explains the scope of activity the strategy covers as part of a general 'evidence-based approach' to the Royal Armouries' work,

sets out the organisational and statutory context of research and its implications, and outlines the organisation's track record in this area. It then sets out the basic mechanisms for research governance, identifies six 'Research Themes' and 'Sub-Themes' designed to stimulate research proposals and classify them for purposes of management, and sets out the processes for embedding research projects within the Corporate, Departmental and individual work plans. This involves the completion of the Research Plan Form, which, once the project is approved, becomes a component of the Research Plan (below). The Strategy will be subject to regular revision, and a formal review led by the Executive Board with the help of the Research Advisory Panel on an annual basis.

1.5. **PART B**, the **Research Plan**, sets out under the Research Theme and Research Sub-Theme headings, the research projects and programmes which are currently under way, agreed, or under consideration, the lead Director and staff member, resources allocated, and the intended products and outcomes.

PART A: RESEARCH STRATEGY

1. RESEARCH POLICY

The Royal Armouries research policy – i.e. its intellectual and corporate position on the value of research and its place in the organisation's work and purpose - is clearly implied in the Corporate Plan (AIM1) and this Strategy. However, it can be summarised explicitly as follows:

The Royal Armouries believes that increasing the stock of knowledge and understanding of arms and armour is one of its fundamental duties as the custodian of a national collection. It also believes that conserving, managing and interpreting the collection, and the strategy and decision making of the organisation must be based on an evidence base proportionate and

adequate to its needs. It is therefore our policy to undertake research, both to help us to enthral and educate the public about arms and armour and their impact on the history, people and cultures of the world, and to inform the organisation's strategic development and decision-making for the future.

2. DEFINITION OF RESEARCH

For the purposes of the strategy, research is defined as:

Experimental, theoretical or investigative work and analysis intended to increase the stock of knowledge and understanding in a given field, undertaken with the intention of application, and/or dissemination and accompanied by clear plans to do so.

This approach is based on the premise that:

- research may be undertaken both to inform the development of the museum as an institution and to further understanding of the subject it represents;
- research necessarily builds on the research of others, but to qualify as such under the present definition it must be original and distinctly different from related or precursor efforts in:
 - the precise question being addressed;
 - the way that question is addressed;
 - the sources used;
 - the contextualisation of the subject;
 - other ways identified by the researcher.
- that data collection, without analysis and understanding does not qualify as research;

- that research that is not published fails in its primary purpose and cannot be described as such.
- research will normally make use of primary sources, whether in the form of written material, the spoken word, works of art or objects.
- research is not to be confused with 'keeping up with the literature': this is an individual's responsibility and does not in itself constitute research.

3. PURPOSES OF THE RESEARCH STRATEGY

The purposes of a research strategy for the Royal Armouries are to:

3.1. Support the Royal Armouries published corporate **purpose** '...to excite and educate the public about arms and armour...' and its published **vision** to gain '...public and professional recognition...as a leader in this field in research'.

3.2. Bring a **strategic dimension** to the Royal Armouries research effort, through developing partnerships and frameworks with other organisations to extend the reach and extent of our effort, and ensuring that all research clearly supports the strategic AIMS and Objectives of the organisation as a whole.

3.3. Steer the **future direction** of Royal Armouries research, not simply to classify or justify what we are engaged in at present.

3.4. Demonstrate to the museums and research sector, and within the museum, the high **value attached to research** by the Royal Armouries and to fostering curiosity.

3.5. Provide mechanisms for **selecting, prioritising and classifying themes and subjects** for research.

- 3.6.** Help ensure demonstrably high **standards** of research, and how we intend to evaluate its quality and impact, through peer-review and other mechanisms.
- 3.7.** Show how we intend to **use, benefit from and apply** the results of our research.
- 3.8.** Allow the development and publication of a **Research Plan**, informing others of our activities and intentions and inviting collaboration and participation.
- 3.9.** Begin the process of initiating or contributing to a sector-wide **research framework**.
- 3.10.** Improve our capacity to seek **funding** from third parties including the Research Councils, and to support an application to the Arts and Humanities Research Council (AHRC) for **Independent Research Organisation** status.
- 3.11.** Ensure that research projects included in the research plan are supported with the necessary resources, and built in to team and individual Forward Job Plans, so that they have **the best possible chance of completion within an agreed and sensible timeframe**.

4. SCOPE AND SCALE

4.1. An evidence-based approach. The scope of the strategy extends beyond arms and armour-related research to cover evidence-gathering and analysis in other areas of the museum's activity, including commercial development, market research, audience development and, in general terms, the pursuit of best practice. This will support the museum's deliberate and increasing 'evidence-based' approach to its decision- and policy-making. This approach may also have advantages to organisational cohesion and encourage an Armouries-wide sense of 'ownership' of the Strategy.

4.2. Arms and armour research. Throughout this document, the term 'arms and armour' includes artillery (as an 'arm'). Subjects and types of research within the scope of 'arms and armour' are defined at Section 6 below, but include the typological and technical development of arms and armour, how it functioned, how it was used, its impact on history and culture, and its decoration and art-historical context and virtuosity.

4.3. Applied and 'blue skies' research. Research in support of the museum's programme of exhibitions and re-display is relatively easy to identify and manage, and its usefulness is obvious. However, the Royal Armouries policy is that our research effort can and should, subject to the criteria and processes set out below, extend beyond this, to improve understanding of broad, underlying contextual and 'bigger picture' issues which link our subject to the understanding of history, culture, art history and science.

4.4. Current scale of our resources. Whatever the potential of the subject, our collection and our archives, the Royal Armouries' people resources people are very limited. At present the organisation employs about twenty (1) staff with 'research' in their job descriptions, mostly (2) within the Collections Department, and about 90% (3) of whom have a record of peer-reviewed publication. Adding former staff enrolled as Emeritus Curators (eligible for counting for some purposes) brings the figure to 25 (4). Nor are any staff engaged in research full-time: an informal poll reveals that the maximum spent by any individual to be 25% of their time (5), and the total number of staff days, excluding those spent whilst on leave, totals no more than 25,000 per year (6). The dedicated budget for research (excluding staff time) held by the Collections Department is £18,000 per year.

4.5. Future scale of resources: policy and reality. The Royal Armouries needs to be aware of the extent of resources spent on research in any given year and allocate future expenditure in the context of the annual budget round. However, a conscious move to a more 'evidence-based' approach to planning and decision-making generally may lead to an expansion of expenditure in this area, or pressure in this direction. This will be the case in 2015-16 thanks to one-off activities (including Audience Research) managed through the Public Engagement, Operations and Finance Departments.

5. ORGANISATIONAL, STATUTORY, GOVERNMENTAL AND CORPORATE CONTEXT

5.1. The Royal Armouries. The Royal Armouries is the United Kingdom's national museum of arms and armour, and holds one of the most important collections of its type in the world. Its origins lie in the Middle Ages, and at its core is the celebrated collection originating in the nation's working arsenal, assembled over many centuries at the Tower of London. Since the reign of Elizabeth I, parts of the collection have been deliberately arranged for display, making the museum heir to one of the first organisations in the world to create a visitor attraction with deliberate intent. Comprising some 75,000 items, the collection is now displayed not only at the Tower but at the purpose-built museum in Leeds and at Fort Nelson in Hampshire. Since 2005 the Royal Armouries has also managed and enhanced the collection of small arms assembled since the early 19th century by the British Army (the former Pattern Room), now also in Leeds and known as the National Firearms Centre.

5.2. Status and resources. The Royal Armouries was established in its present form by the National Heritage Act (1983) and is a Non-Departmental Public Body (NDPB), sponsored by the Department for Culture, Media and Sport (DCMS). In 2012-13 it received £8,773,000 in Grant in Aid and £1,365,000 from commercial activity and sponsorship. It currently employs 170 staff (145 FTEs) and welcomes nearly two million visitors per year across the three sites.

5.3. Research history. The Royal Armouries and the Tower Armouries before it have had a long, productive and pioneering record of research and publication. This began, in a sense, with the application of Samuel Meyrick's expertise to the rearrangement of the Line of Kings in 1826, subsequently housed in the purpose-built New Horse Armoury. During the 19th-century Ordnance Office staff at the Tower gradually became more knowledgeable about their own collections, under the direction of Robert Porrett, Chief Clerk, and a scholar in his own right, later elected a Fellow of the Society of Antiquaries. Sustained scholarship in arms and armour was undertaken by one of his junior clerks, John Hewitt, an active member of the Royal Archaeological Institute, who published a range of learned articles and books including *Ancient Armour and Weapons in Europe* (3 vols, 1855-60). It was Hewitt who established the system of cataloguing still used today by the museum. Institutional-led research was developed further during the late 19th and

early 20th centuries by Viscount Dillon, the first officially-appointed Curator of the Tower Armouries, who published articles in learned journals including *Archaeologia*, the *Archaeological Journal*, and the *Journal of Army Historical Research*, and his successor, Charles ffoulkes, who produced his two-volume *Catalogue of the Armouries of the Tower of London* in 1916. Since then the tradition of nurturing innovative research has continued under various Masters including A.R. Duffy, A.V.B. Norman and Guy Wilson, the results of which have been captured in the *Royal Armouries Year Book* from 1995 and, since 2004, in the biannual issues of the museum's journal *Arms and Armour*.

5.4. National Heritage Act 1983.

5.4.1 Relevant content. The relevant sections of the Act are set out under the heading of 'The Board's General Functions', under Section 18¹:

- (1) The Board shall perform their [sic] functions for the general purpose of maintaining and exhibiting a national collection of arms and armour and associated objects, and of maintaining a record relating to arms and armour and to the Tower Of London.
- (2) So far as is practicable and subject to the provisions of this Act, the Board shall:
 - (a) care for, preserve and add to the objects in their collection of arms and armour and associated objects;
 - (b) secure that the objects are exhibited to the public;
 - (c) secure that the objects are available to persons seeking to inspect them in connection with study or research;
 - (d) maintain a record (which may include books, pictures and other articles) relating to their collection, to arms and armour generally and to the Tower; and

¹ Chapter 47, Section 18

(e) generally promote the public's enjoyment and understanding of arms and armour, both by means of the Board's collection and by such other means as they consider appropriate.

(3) For the purposes of fulfilling their duties under subsection (2) the Board may, subject to the provisions of this Act:

(a) Provide education, instruction and advice and carry out research,

(b) With the consent of the Secretary of State and subject to such conditions as he may impose, make grants to any person for the purpose of promoting enjoyment, knowledge or understanding of arms and armour.

In addition the Act provides that:

- 'Subject to the provisions of this Act, the Board may do such things as they think necessary or expedient... for preserving, and increasing the utility of, their collection (section 18. 4.a)
- 'The Board may accept loans of objects for the purpose (depending on the terms of the loan) of exhibiting them, or study or research by the Board or by persons seeking to inspect them' (section 21.4.)

5.4.2 Implications The Act does not compel the Royal Armouries to carry out research, but at 18.3.(a) states that it 'may' carry it out for the 'purposes of fulfilling the Board's 'General Functions' Sections 18.1. and 18.2. The significance of this is that it allows for the research to be carried out in support of activities of *any* of the wide-ranging activities listed above it under 18.1. and 18.2. This therefore applies to subject matter and issues not only beyond the Royal Armouries own collection ('arms and armour generally'), but in support of activities on which the broader success of the museum and its engagement with the public depends. Broadly speaking, based on these Sub-sections and others cited above, it would be safe to interpret this as endorsing research in the areas of, or by means of:

- History of the Tower of London
- History and development of arms and armour
- Conservation
- Collections management and security
- Public enjoyment of the collections
- Public understanding of the collections
- Granting resources to others to support these functions
- Provision of education
- Provision of advice

This breadth of remit was not intended and will not be used to determine the subject matter for Royal Armouries research, but allows for - and by implication actively supports - an 'evidence-based' approach to most of the museum's work and decision-making.

5.5. Government and DCMS Objectives

5.5.1. Content. Section 1.1. of the Management Agreement 2013-16 between the Royal Armouries and the DCMS, signed by the Secretary of State for Culture Media and Sport in July 2014, states that:

The Secretary of State's priorities for the Royal Armouries are:

- 'That the world-class collections and front-line services of the Royal Armouries are protected'.

- 'That free entry to the permanent collections of the national museums will continue to be available and public access will be protected'.
- 'That the Royal Armouries will continue to work in partnership with other museums in the UK'.
- 'That the museum will continue to strengthen the financial resilience of the sector, building on the work [it] has already embarked upon to develop philanthropy in the sector, and adding further impetus to organisations' efforts to increase their share of earned income.'
- 'That the museum will support international cultural exchange and build relationships which help develop the culture sector in this country and assist export promotion in that sector'.

The Secretary of State would also like the Royal Armouries to look at how it can contribute to the success of the GREAT campaign and economic growth, and to consider how it can work with Visit Britain, Visit England and other ALBs to support the growth of the visitor economy, particularly at a local level.

5.5.2. Implications. These are less specific than those of the Act, but reflect the overall government position that museums will need to be increasingly self-supporting in financial terms and contribute to economic growth in general.

5.6. The Royal Armouries Corporate Plan

5.6.1. Purpose of the Royal Armouries. As stated in the Corporate Plan 2014-19 this is: *To excite and educate the public about arms and armour and their impact on the people, history and cultures of Britain and the world from ancient times to the present day.*² Our capacity to do this is directly linked to our expertise and the continuing development of knowledge and understanding, to which research is essential.

5.6.2. The Royal Armouries Vision. The Royal Armouries 'Vision' describes the nature of the organisation we believe it needs to be in order fulfil its Purpose:

Public and professional recognition as one of the world's greatest collections of arms and armour, enjoyed and studied by increasing numbers, and as the leader in this field in research, curation and public engagement.

5.6.3. Corporate AIMS. The core activities and aspirations of the Royal Armouries are summarised and classified under a series of ten AIMS. The two most significant in relation to research activity are:

AIM 3. SCHOLARSHIP AND DISSEMINATION: through study and research, to extend and deepen understanding of the museum's collections, of arms and armour in general, their impact on world history and culture, and the history of the Tower of London and the Royal Armouries.

AIM 10. EFFICIENCY AND STANDARDS: to make the most efficient and effective use of our resources, achieving the highest standards in everything we do, and routinely applying an evidence-based approach to decision-making and planning processes.

² Agreed by RA Trustees 24.4.14

The first of these **AIMS** specifically applies to research on and around the core subject matter of the museum. The second commits us to a general principle, to be applied with common sense, to obtaining evidence to guide our decisions – ie, through carrying out or procuring 'problem orientated' research. Recognition that the Royal Armouries research effort is not confined to 'academic' research, but extends to building the evidence base for the development and management of the museum as a whole, is a fundamental principle of this strategy.

Sitting beneath each of the AIMS of the Corporate Plan are a series of Objectives, identifying the main actions and projects through which the AIMS will be achieved.

Objectives through which AIM 3 will be realised are as follows:

OBJECTIVE 3.1. Research Strategy and Plan. Develop and publish a Royal Armouries Research Strategy, clearly setting out the reasons for which we may undertake research, the mechanisms for carrying out and procuring research, how we assess its value and impact, and a prioritised, costed and itemised research plan for 2014-19.

OBJECTIVE 3.2. Sector-wide Research Framework. Initiate the development of a Research Framework on behalf of the arms and armour sector as a whole, mapping relevant research activity in Britain and abroad, identifying gaps in knowledge, and developing a collaborative approach to enhancing our understanding of the subject and generating enthusiasm and curiosity.

OBJECTIVE 3.3. Tower History. As a sub-set of the Research Strategy, develop a strategy and plan for increasing knowledge and public understanding of the history and significance of the Tower of London and its institutions.

OBJECTIVE 3.4. Publications. Develop the Royal Armouries' publication programme to disseminate our expertise and research, to support the specialist understanding of the subject, to engage the public, and to generate revenue.

OBJECTIVE 3.5. Independent Research Organisation Status. Obtain Independent Research Organisation (IRO) status to enhance the Royal Armouries' standing in the research community, develop contacts and partnerships, generate opportunities for collaborative working and obtain third-party finance.

Research is therefore recognised as one of the most important activities and duties of the Royal Armouries and central to the fulfilment of its purpose.

6. RESEARCH GOVERNANCE AND QUALITY ASSURANCE

6.1. Trustees. The importance of research makes it relevant to the business of the Board of Trustees' key task to 'set the strategic direction of the organisation's business...and support and advise the executive'³. The current Board (2015) includes members chosen partly for their expertise both in subject-matter and in carrying out and managing academic research, and others who take a keen interest in the museum's activities in this area. Trustees receive regular updates on its implementation and the development of the Research Plan through the quarterly Director General's Report and other means as necessary. In addition, some Trustees will also sit on, or occasionally attend, the Research Advisory Panel (below, 6.3.), chaired by the Director General who will make regular reports on its business to the Board of Trustees. The fact that the Strategy covers research areas beyond those of arms and armour will broaden Trustee interest and involvement in the issue.

³ HMG *Accounting Officer's ..Guide*, 2013, p.13

6.2. Executive Board

The Research Strategy as a whole is owned and governed jointly by the Executive Board. The Director General, answerable to Trustees, has overall responsibility for its successful development and implementation.

6.3. Departmental Directors

The Departmental Directors are responsible for identifying and managing the research efforts of their staff and for fulfilling and developing the Royal Armouries Research Plan. The Departmental Directors are also, crucially, responsible, within the context of the Corporate Plan as a whole, for identifying and managing the resources of staff time and money required to carry out research (Section, below) and for overseeing the development and use of research partnerships with other organisations and seeking external funding as appropriate and necessary.

6.4. Research Advisory Panel

The Research Advisory Panel, will include the Director General, the Deputy Master, other members of staff as appropriate, a number of Trustees, and a number of external members (appointed and selected according to a light touch but formal process) experienced in carrying out and managing research in the key fields. The panel and its members may be invited to comment on any Royal Armouries research, but its main focus will be on Research Themes 1 and 6, ie, arms and armour and Tower history. The Panel's Terms of Reference are attached at **Appendix 1**, but its essential functions are to improve and maintain standards in the choice of subject matter, and in the management, quality, usefulness, impact and dissemination of the Royal Armouries' research and its interrelationship with research by other organisations and in related fields.

6.5 Honorary Historical Consultants

The Royal Armouries enjoys a relationship of mutual benefit with the Honorary Historical Consultants (HHCs), distinguished scholars in our field, some of whom are also members of the Research Advisory Committee. As part of their HHC role, they may be consulted on aspects of the Royal Armouries Research Strategy and Research Plan and asked to contribute to its outputs. HHCs will be willing to act on an unsalaried basis to support the Royal Armouries by providing information and advice in chosen subject areas at the request of the Director General, the Deputy Master, or other senior members of staff. Specifically, HHCs will:

- a. by request, support the Royal Armouries publishing and online output by active contributions through writing or advising on work written by or for the Royal Armouries on subjects relating to the HHC's area of expertise;
- b. act as the core Editorial Board of the Royal Armouries' biannual journal, *Arms and Armour*, attending meetings, advising on content and content planning, and providing or arranging for peer review (see also section 000);
- c. be invited to contribute to and comment on the Royal Armouries Research Strategy and Research Plan at critical and pre-agreed moments in its development and implementation.

6.6. Emeritus Curators

The Emeritus Curators, all ex-Royal Armouries staff with an extensive and distinguished research record, may become involved, if they wish to and are asked to, in the development of the Research Strategy and Plan, and contributing items to the Plan. The existing agreement will be revised to clarify their relationship to the Royal Armouries research effort.

7. CREATING THE RESEARCH PLAN: RESEARCH THEMES

Six 'Research Themes' are set out below. For a Royal Armouries research project to proceed it will need to respond to or be capable of classification under one of these **Themes** or their **Sub-themes**, although we should remain free to make carefully assessed and argued exceptions for important work in unanticipated areas. The main purposes of the Themes, however, are (1) to trigger creative thinking and (2) to provide a framework for classifying and reporting on work and progress in each area. In keeping with the agreed 'evidence based approach' to our work in general, the Themes extend well beyond arms and armour-related research. Each Research Theme is 'owned' by a Director, except in the case of Theme 2, in which case some **Sub-themes** are owned jointly (but in which cases one Director will still be identified as the lead, responsible for the project's progress and completion). The named Director/s will normally be responsible to the Executive Board for putting forward, gaining agreement to and managing research identified under that Theme.

RESEARCH THEME 1:1. ARMS AND ARMOUR: *research intended to increase general understanding of the museum's core subject in general and of its own collections.*

Sub-theme 1.1. The typological, structural and artistic development of arms and armour.
Sub-theme 1.2. The functional study of arms and armour: technical aspects of how arms and armour functioned or failed and of its component materials, metallurgy and material science.
Sub-theme 1.3. Understanding individual items and types of item – function, functioning, design, manufacture, origins, significance.
Sub-theme 1.4. The use and deployment of arms and armour - its impact on

battlefield tactics, sporting technique and practices, personal protection and security, and how these have changed over time and continue to do so.

Sub-theme 1.5. The impact of arms and armour on the history and cultures and society of Britain and the world.

Sub-theme 1.6. The history of the collecting, study, display and the public and popular appreciation of arms and armour.

Sub-theme 1.7. Research which complements or contributes to a research project or programme being undertaken by another organisation or several, to which the Royal Armouries has agreed to contribute.

Sub-theme 1.8. The study of the history and significance of Fort Nelson, with particular reference to the deployment of arms in and against fixed defences 1860-1945 and the necessary architectural and organisational infrastructure.

Sub-theme 1.9. Preparing for publication critical editions of unpublished or poorly-edited primary source material useful to the pursuit of Sub-themes 1.1. to 1.8. or Research Themes 3 and 5. In addition to the publication of documentary sources, descriptions and analyses of individual *objects* or *object types*, may be considered under this theme, provided that the work involved fits the definition of research at Section 2 above.

Owner: Deputy Master

RESEARCH THEME 2. PUBLIC ENGAGEMENT: *research for which the primary aim is to extend our engagement with the public and inform our activities in this area.*

Sub-theme 2.1. Audience research and evaluation to inform the public engagement strategy and plans for the Royal Armouries, the three sites and individual programmes and projects (to include publications, online offering, etc).

Sub-theme 2.2. Research specifically intended to improve the Royal Armouries' education provision.

Sub-theme 2.3. Research to develop or support the intellectual and factual and thematic content of the Royal Armouries public engagement strategy, including for exhibitions, display etc.

Corporate owner: Public Engagement Director (2.1.) and Deputy Master and Public Engagement Director (2.2. and 2.3.)

RESEARCH THEME 3. CONSERVATION: *research intended to develop and adapt conservation techniques to support the long-term preservation of artefacts, their component materials and their display.*

Sub-theme 3.1. Research intended to address generic conservation issues of relevance to arms and armour, their display and understanding their component materials.

Sub-theme 3.2. Research intended to permit the conservation or display of unique objects or classes of object.

Corporate owner: Deputy Master

RESEARCH THEME 4. COMMERCIAL ACTIVITY AND BUSINESS DEVELOPMENT: *research intended to improve the income-generation capacity of the Royal Armouries and RATE, and their Commercial Strategy*

Sub-theme 4.1. Legal and business research to improve the commercial environment in which the museum operates.

Sub-theme 4.2. Research in support of identifying, evaluating and testing new products and services.

Sub-theme 4.3. Market research to support commercial activity.

Corporate owner: Chief Operating Officer

RESEARCH THEME 5. SECURITY AND PUBLIC SAFETY: *research carried out in fulfilment of the terms of the Royal Armouries Service-Level Agreement (SLA) with the Ministry of Defence, and supporting the work and capacity of the police, armed forces and justice system.*

Sub-theme 5.1. Research commissioned by the Ministry of Defence SLA User Group to support current and future operations.

Sub-theme 5.2. Research which exploits the former Pattern Room Archive, with particular reference to understanding the relative impact, over time, of technical capacity and political and economic pressures on the design and issue of small arms.

Sub-theme 5.3. Research to increase the range and accuracy of forensic techniques applied to firearms and ammunition.

Sub-theme 5.4. Reactive research to support the work of British law enforcement and security agencies on a case-by-case basis.

Corporate owner: Head of National Firearms Centre

RESEARCH THEME 6. HISTORY OF THE TOWER OF LONDON. *Increasing our understanding of the history of the Tower of London, with particular reference to that of precursor institutions including the Office of Ordnance and the administration, design, manufacture, storage, display and early study of arms and armour at the Tower of London and the people and premises involved.*

Sub-theme 6.1. The history, historical importance and impact on the purposes, fabric and institutions of the Tower of London of the medieval Privy Wardrobe and its successor organisations and their personnel up to 1983.

Sub-theme 6.2. The role of the Tower of London and its institutions in encouraging the production and technical development of arms and armour at the Tower, in London and nationwide.

Sub-theme 6.3 The role and achievements of officials at and associated with the Tower in the development of scholarship, collecting and the display of arms and armour at the Tower and more widely, from the 17th to 20th centuries.

Owner: Deputy Master

8. POPULATING THE RESEARCH PLAN: APPROVAL AND RESOURCING OF PROJECTS

8.1. Whether originating in a line manager's request, or arising from an individual's curiosity and ideas for supporting the work of the Royal Armouries, decisions will have to be taken as to which projects are taken forward, how much resource is to be allocated to them, its source and the phasing and completion date of the work.

8.2. For a research project to proceed, the Royal Armouries will need to understand a number of aspects, both qualitative and quantitative. In order to ensure that these are all identified and covered, every field in the Research Plan Form (below) will normally need to be completed. This will apply to all projects requiring **more than five days' work to complete**, or other **expenditure of more than £250** (the 'threshold'). The Research Plan Form and the process it supports are intended to ensure that:

- the **key questions and issues** relating to any research project have been addressed (in a manner proportionate to the scale of the project);
- a **consistent level of information** is provided on which comparisons can be made and decisions reached, particularly if resources are being competed for;
- if agreed, that the project in question **is formally embedded in the organisation's work plan**, will be resourced and will actually happen.

8.3. Pieces of research requiring resources at a level falling below the 'threshold' **will not need any special paperwork or approval**. This will be on the assumption that (1) the task is too small to justify any bureaucracy, and /or (2) the work in question is included in the Job Descriptions and Forward Job Plans of the relevant members of staff.

8.4. The decision to proceed with projects above the 'threshold' will **normally rest with the Department Director**. But note that:

- If the project is **an integral part of a project or programme already presented and agreed within a Department** using the Research Plan Form below, and is already agreed and set out in the annual Department Plan, no further approval will be needed. However, the project must be entered into the Research Plan, in the agreed format, and the content updated as the project progresses.
- In the case of projects introduced **outside the annual planning and budgeting cycle** (ie, generated 'in-year') but for which the Director can find the resource from Departmental funds and/or staff time already allocated for that year, it should be within his/her discretion to approve.
- If the project requires **funds over and above the existing annual allocation**, the Director will need to bring the case to the Executive Board, supported by a completed Research Plan Form. Funds may then be allocated in-year, or the Director may need to include the required cash resources in the budget bidding round for the following year, and reassure himself/herself, and other Executive Board colleagues, that staff resources can be made available without depleting those needed for other initiatives. In such cases the project will be included in the annual budget documents submitted to the Royal Armouries Finance and Capital Development Committee, and then to the Board of Trustees.
- In the case of projects which involve **long-term commitment** (over two years) or contractual agreements with other organisations the decision will rest with the Executive Board and may be escalated to Trustees.
- The advice of members of the **Research Advisory Panel** (in session or by correspondence) must be sought on the content of all Research Plan Forms. Advice given on proposed research projects will always be responded to, and will play a formal part in decisions to proceed or otherwise. It will also normally be expected that external subject specialists will have been consulted about aspects of the project during the early stage of its design and before the completion of the Research Plan Form.

8.5. The Research Plan Form

1.	Lead individual and Department	
2.	Research question/issue and its importance and <u>title/s</u> of main products	<i>What question, problem, or little-understood subject will the proposed research address? Why is it of interest and importance (see also 5 below)? What will be the name /s or title/s of the end product/s?</i>
3.	Corporate Plan 2014-19 AIM and Objective	
4.	Proposed research approach	<i>How, intellectually and practically, will the question/problem/issue be approached and addressed? What sources, objects and collection etc, will be used? What research methods or techniques will be used?</i>
5.	Planned outputs	<i>What useable products will the research produce or make it possible to produce? (eg, (publications, lectures, reports, databases, web content or websites, exhibition and display content, business plans etc).</i>
6.	Intended readership/audience	<i>Who will benefit from, be interested in and read the products of this project?</i>
7.	Existing work in proposed field	<i>A brief overview/bibliography of existing work in the proposed field. If the work is extensive, outline how the proposed approach and product will differ and increase understanding of the subject/issue.</i>

8.	How will this project benefit from the content of the RA collection or the expertise of its staff?	<i>In what way may the Royal Armouries be in an advantageous position to pursue this line of inquiry thanks to its collections and the particular expertise of its staff?</i>
9.	Research theme and Sub-Theme	<i>Identify the Research Theme and the MAIN Sub-Theme which the proposal supports.</i>
10.	Forward Job Plan	<i>How is the project identified and expressed in the Lead individual's FJP (cite wording.)</i>
11.	Project Design, management and timeframe.	<i>In a format that fits the nature of the project, explain the identity, purpose and end products of each stage of the work necessary to complete it. Identify completion dates for the various stage, including project initiation (start date), the key stages in the research, completion of research, writing up (if sequential), and (where relevant) and its appearance in the public domain (eg, publication, launch of database, website etc) or its application.</i>
12.	Partnership arrangements (if any)	<i>If any - to cover expected gains from partnership, project governance structure between partners</i>
13.	Resources required	<i>Finance (eg for consultancy, travel etc) and time: an estimate will be needed of how many days' work will be required, or the proportion of a staff member's time as allocated in Forward Job Plan.</i>
14.	Resources obtained or being sought from third	<i>Details of grants or sponsorship obtained or being sought from third parties, and their</i>

	parties	<i>relationship to the viability of the project.</i>
15.	Procurement route	<i>See section 000 above and Royal Armouries procurement procedures [link] as appropriate.</i>
16.	Risks	<i>See Royal Armouries Risk Management Policy [link]. These may include financial and reputational risks to the Royal Armouries, or risks to the proposed project by closure or sale of an archive or collection, loss of expertise, access to sources etc.</i>
17.	Information Assurance issues	<i>See Royal Armouries Information Assurance Policy [link].</i>
18.	Links with other RA activities & strategies etc	<i>Links may need to be demonstrated with the Royal Armouries Public Engagement Strategy (from 12.15), or Public Engagement programme, the Commercial Strategy, Digital Strategy Publishing Strategies as they are developed, or with existing plans and activities in these areas.</i>
19.	Peer review	<i>What processes will be used, and at what stage, to assess/confirm the quality of the project – in particular the validity of the research question, of the approach being taken and of the product/s in draft or final form. (see section 000 on Research Advisory Panel.</i>
20.	Approval status	Approved by Departmental Director .
20.1.		Advice received from Research Advisory Panel : attach or input advice if given; state date on which this will be sought.

20.2.		Approved by Executive Board
		Other advice sought, eg, from Curators Emeritus or Honorary Historical Consultants.
20.3.		Approved (see 8.4. above) by Trustees.

9. RESEARCH PLAN

9.1. Once a project has been agreed and resource allocated, a description of the project and its progress, regularly updated, will be included in the **Research Plan** (below), to be accessible to Royal Armouries staff and (in the fullness of time) to the public via the RA website, with restricted areas as necessary.

9.2. The headings or information fields used in the Research Plan, set out as a Form (the Research Plan Form) will also be central to the processes of refining, **approving and resourcing a research project.**

9.3. The Research Plan will provide an at-a-glance overview of the research work being undertaken by, for, with, or by the Royal Armouries, why it is being undertaken and what it is intended to achieve.

10. CARRYING OUT, MANAGING AND PROCURING RESEARCH

10.1. Recognised and principal means and routes for carrying out and procuring research are listed below. The Royal Armouries current use of these routes and intentions to use them are at different stages of development.

10.2. In-house: research carried out, or largely carried out by staff in Royal Armouries' time. Work required by the organisation should be built into staff Forward Job Plans to allow for it to be carried out within allotted hours.

10.3. Commissioned research: research procured from other providers with greater expertise or capacity to address the issue in question. This is a normal route for procuring research under Theme 2 (Public Engagement) and Theme 4 (Commercial Activity).

10.4. Collaborative research: research carried out on a one-off basis through teamwork or partnerships between Royal Armouries staff, or between Royal Armouries staff and other organisations. Collaborators will/could include other museums and universities (collaboration within this context it taken to apply to one-off items: see 000 re partnerships below for more formal longer-term arrangements).

10.5. Postgraduate research/collaborative post-graduate degrees: carried out in pursuit of a post-graduate degree, including collaborative PhD studentships.

10.6. Postgraduate degrees carried out by staff. RA policy is to encourage staff to undertake part-time postgraduate degrees with a research component, and to offer financial and other support to help them do so. More detailed terms are set out in the RA Policy, but normally speaking it will be expected that the training or research will not only benefit the individual but the pursuit of the RA Research Strategy and /or the work of the RA more generally.

10.7. Research and partnerships with other organisations. The Royal Armouries has a number of existing research partnerships of varying status. These do, or could, bring advantages in financial terms and to the scale, scope and quality of the research itself. More work needs to be done to build on existing partnerships, create new or improve existing ones with universities: pressure on universities to enhance access engagement and impact, and others stemming from the Research Excellence Framework, might lead them to welcome participation in a number of areas.

11. A RESEARCH FRAMEWORK FOR ARMS AND ARMOUR

In the fullness of time, through a series of partnerships the Royal Armouries intends to take the lead in setting up a subject-based Research Framework. This is set out under OBJECTIVE 3.2. of the Corporate Plan:

Sector-wide Research Framework. Initiate the development of a Research Framework on behalf of the arms and armour sector as a whole, mapping relevant research activity in Britain and abroad, identifying gaps in knowledge, and developing a collaborative approach to enhancing our understanding of the subject and generating enthusiasm and curiosity.

APPENDIX 1.

ROYAL ARMOURIES RESEARCH ADVISORY PANEL (RAP)

1. PURPOSE AND SCOPE

The purpose of RAP is to support the Royal Armouries in the development and implementation of the arms and armour-related and historical components of the RA Research Strategy and Research Plan (Research Themes 1, 3 & 6) and their role in the fulfilment of the organisation's Vision and Purpose. Whilst the Research Strategy and Plan cover research in areas of operation beyond arms and armour (Research Themes 2, 4 and 5), RAP would be made aware of them but not necessarily formally consulted: other committees, particularly Audit and RATE, will have a role in advising on these.

Specifically, the RAP may:

- 1.1. Suggest and advise on the selection of **subject matter** to be pursued in support of the Strategy and for inclusion in the Research Plan;
- 1.2. Support the development of the **intellectual quality** of RA research and the innovative nature of inquiry and method;
- 1.3. Provide expert advice on the **subject of arms and armour** itself and the history of the Tower of London, and, as appropriate, their broader historical and cultural context and impact;
- 1.4. Provide advice on any aspect of research on the **conservation** of arms and armour and its application;
- 1.5. Offer general advice on research **method, processes and training** to staff and teams;
- 1.6. Advise on any aspect of the **management of research** programmes and projects at the RA;
- 1.7. On occasion, advise on, help organise, or provide **coaching** and one-to-one advice on research methods or the development of particular projects;

1.8. Advise on the identification of **other institutions** and individuals working in relevant fields whose expertise could be known to RA staff, and with whom they might make useful contact;

1.9. Advise on the creation, improvement or profitable use of research-related **partnerships** with other organisations (including museums and universities) and individuals;

1.10. Help identify opportunities to seek **grants and other financial support** for RA research and advice on applications;

1.11. Advise on developing the RA's intended application for **Independent Research Organisation (IRO)** status;

1.12. Advise on (and participate in) the **dissemination** of RA research to the most appropriate and or/new audiences, and maximising its contribution to the development of the subject, engaging the public, and enhancing the profile and standing of the organisation;

1.13. Advise on the **membership and operation** of RAP, and form a link between the **Board of Trustees** and the Executive on research-related issues. Specifically this role will entail:

- Providing information and assurance to Trustees that the RA's research activity and outputs are of the desired quality and usefulness, or are making progress in these respects;
- Reporting verbally at Board of Trustees' meetings on the above;
- Liaising with non-member Trustees to seek their input on any aspect of the RA's research work;
- Acting as external advocates of the RA as a research-active organisation and the quality of its work.

3. MEMBERSHIP

3.1. The number of members poses two risks: too big, and it becomes unwieldy; too small, and the range of expertise may be too narrow for the Panel to add much value. For the time being, however, the 'smaller' model is being adopted.

3.1. Non-staff members. Non-staff members will include Trustees and up to two third-party individuals selected on the basis of special experience and expertise. Emeritus Curators and Honorary Historical Consultants may be considered for membership but will not automatically be members. In general terms the selection of members will be guided by the skills required to fulfil the Panel's purpose (above). More specifically, the membership must bring to bear experience and expertise in:

- arms and armour
- history
- the development and implementation of Research Strategies and Plans (etc)
- research management and method, including in a museum context
- dissemination, use and application of research
- knowledge of the HEI and museum sectors.
- conservation

Non-staff members will be chosen by the Panel Membership and approved by the Trustee members and Executive Board.

3.2. Staff members. These will be:

- The Director General and Master
- The Deputy Master
- The RA Research and Collections Advisor

3.3. Chair. The chair of the RAP will be the Director General and Master (DG). The Deputy Master will act as vice-chair and chair meetings if and when the DG is unable to attend.

4. PROCESSES AND OPERATION

4.1. Meetings and meeting cycle. The Panel will meet twice a year, in the spring (to review progress over the last year) and in the Autumn (to plan for the year to come). Meetings will be minuted, and may be attended by other members of staff or third-party individuals by invitation, to observe, advise on specific issues, or present papers/potential projects. Panel members are likely to be expected to meet 'virtually' to discuss issues by correspondence in the intervals between the meetings.

4.2. Business of meetings. Standing items will include:

- Providing advice on specific projects brought to the RAP (submitted in advance and using the Research Plan Form), and in particular whether and how the proposal could be improved, and the pros and cons of proceeding with it;
- Discussing and advising on the progress of research already agreed and under way;

- An overall assessment and discussion of the quality and usefulness of RA research and its contribution to fulfilling the organisation's Purpose and Vision;
- If of interest to members, an opportunity to talk to other museum staff and view the museum's collections, both on and off display.

4.4. Papers and minutes will be submitted in advance, with presentations offered at the meetings as appropriate.

4.5. Expenses. Members will be reimbursed reasonable expenses in line with RA financial policies.

4.6. Location of meetings. Meetings will normally be held at an RA site.

PART B: THE RESEARCH PLAN

The **Research Plan** identifies and provides information on the research that the Royal Armouries is engaged on, whether the project in question is just getting under way or near completion. Its content is generated in response to the demands and processes outlined in the **Strategy**. The content is available **in full**, in the form of completed and regularly updated Research Plan Forms, via the RA G-Drive, and can be made available to non-Royal Armouries staff via the Director General. This includes items which are agreed and underway as well as items awaiting development or approval. A **summary** of the agreed and active, or agreed and soon to be active items are given below. Both are organised under the RESEARCH THEMES and SUB-THEMES identified in the Strategy at Section 7 above.

RESEARCH PLAN: SUMMARY

RESEARCH THEME 1. ARMS AND ARMOUR: *research intended to increase general understanding of the museum's core subject in general and of its own collections.*

Sub-theme 1.1. The typological, structural and artistic development of arms and armour.

Keith Downen	17th century Buff Coats in Britain and Europe	Article (RA Journal)	2016
Keith Downen	Munition Armour in Britain and Europe c.1580–1660	Article (RA Journal)	2016
Thom Richardson	The armoury from	Article (RA Journal)	2017

	Farleigh Hungerford		
Henry Yallop	The Frenchification of 19th century edged weapons	Article and lecture (ICOMAM 2015/ published in conf proc)	2015 2016

Sub-theme 1.2. The functional study of arms and armour: technical aspects of how arms and armour functioned or failed and of its component materials, metallurgy and material science.

Jonathan Ferguson	Wound ballistics of British Infantry Arms 1540 – present	Article (RA Journal) /future possible conversion to PhD	2016
Lisa Traynor	How effective was the Prussian 1780 conical touchhole?	Article (RA Journal)	2017
Lisa Traynor	Could the silk armour of Archduke Franz Ferdinand, have saved his life?	Article (part 2) (RA Journal)	2016
Henry Yallop	Study of the development, use and effect of Napoleonic cavalry	Paper (RA Study Day) Article	2015 (Waterloo Study Day). Further work

	swords		for 2017
James Hester	The ballistics of medieval weapons and their effectiveness; how did the sword and other hand-to-hand weapons work?	collaborative PhD, University of Southampton, co-supervised by Thom Richardson and Anne Curry	2018
Thom Richardson in collaboration with Jason Kingsley	The wearing of mail and plate armour in the fourteenth and early fifteenth centuries: practical or clumsy?	Article (RA Journal)	2017

Sub-theme 1.3. Understanding individual items and types of item – function, functioning, origins and significance;

Bob Woosnam-Savage	<i>'OUR BRUISED ARMS HUNG UP FOR MONUMENTS';</i> The Sword of Henry V?	Lecture Published in conf proc	2015 2016
Bob Woosnam-Savage	Cromwell and Turner: three swords associated with commanders of the	Article (RA Journal)	2016

	Wars of the Three Kingdoms (1642–51),		
Henry Yallop	The cavalry lance (1800-1918)	Book (Osprey)	2017
Natasha Bennett	Indian painted matchlocks of Hajji Sha'aban	Article (RA Journal)	2016
Jonathan Ferguson	The C96 Mauser pistol (for Osprey)	Book (Osprey)	2017

Sub-theme 1.4. The use and deployment of arms and armour - its impact on battlefield tactics, sporting technique and practices, personal protection and security, and how these have changed over time and continue to do so.

Nicholas Hall, in collaboration with Alexandra Hildred	How accurate was Tudor artillery?	Article (RA Journal)	2016
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Sub-theme 1.5. The impact of arms and armour on the history and cultures of Britain and the world.

Bob Woosnam-Savage	Eight days in August: in the footsteps of the Scottish	Article (History Scotland)	2017
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	Expedition of 1612,		
Bob Woosnam-Savage	Some weapons of the '45, the muskets, pikes and leading staffs allegedly associated with the battle of Culloden (1746) in Kisimul Castle	Article (RA Journal)	2016

Sub-theme 1.6. The history of the collecting, study, display and the public and popular appreciation of arms and armour.

Karen Watts	Reconstruction of the missing armoured statues in the Sanctuary of Beata Vergine delle Grazie, Curtatone, near Mantua, Italy	Book, exhibition at Mantua	2017
Bob Woosnam-Savage	Robert Lyons Scott biography	Entry (ODNB)	2016

Sub-theme 1.7. Research which complements or contributes to a research project or programme being undertaken by another organisation or several, to which the Royal Armouries has agreed to contribute.

Karen Watts	Cambridge University Metal Forming Project	Book	2016
Natasha Bennett	Crafted for battle: weapons and warriors of Asia,	Collaborative exhibition/ loan	2018

Sub-theme 1.8. The study of the history and significance of Fort Nelson, with particular reference to the deployment of arms in and against fixed defences 1860-1945 and the necessary architectural and organisational infrastructure.

Sub-theme 1.9. Preparing, for publication, critical editions of unpublished or poorly-edited primary source material useful to the pursuit of Sub-themes 6.1. to 6.8. or Research Themes 3 and 5. In addition to the publication of documentary sources, descriptions and analyses of individual *objects* or *object types*, may be considered under this theme provided that the work involved fits the definition of research at Section 2 above.

Thom Richardson	The Tower armoury in the 14th century, edition of original documents	Book from PhD	2018/9
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RESEARCH THEME 6. HISTORY OF THE TOWER OF LONDON: *Increasing our understanding of the history of the Tower of London, with particular reference to that of precursor institutions including the Board of Ordnance and the administration, design, manufacture, storage, display and early study of arms and armour at the Tower of London and the people and premises involved.*

Sub-theme 6.1. The history, historical importance and impact on the purposes, fabric and institutions of the Tower of London of the medieval Privy Wardrobe and its successor organisations and their personnel up to 1983.

Thom Richardson	The Tower armoury in the 14th century	Book from PhD	2017
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Sub-theme 6.2. The role of the Tower of London and its institutions in encouraging the production and technical development of arms and armour at the Tower, in London and nationwide.

Malcolm Mercer	Martial crafts at the Tower in the Middle Ages	Article	2017
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Sub-theme 6.3. The role and achievements of officials at and associated with the Tower in the development of scholarship, collecting and the display of arms and armour at the Tower and more widely, from the 17th to 20th centuries.

Malcolm Mercer	Tower displays in the 19th century	Articles	2015, 2016
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