



TORPEDO BAY
NAVY MUSEUM

Annual Report 2024 – 2025

NATIONAL MUSEUM OF THE ROYAL NEW ZEALAND NAVY
TE WAKA HUIA O TE TAUA MOANA O AOTEAROA

Words by
MARGARET A SINCLAIR
("Roslyn")

Music by
BERT RAUPE

TEMPO DI MARCIA

1- Welcome
2- Float the

to the
have come



Our Visitors Said...

I think this Museum is great. I have loved learning so much about the NZ Navy. I also love that my Grandad helped build a model ship.

Your display of medals is a brilliant work of collective biography. You took a hard to follow subject and turned it into hundreds of stories that also told us about the medals. Excellent public history work!!!

The little people on the boats were cool. I like the details.

It's really cool to look at our Kiwi history and see that we've always been around to help our allies.

Thanks for this great opportunity of understanding the naval side of New Zealand. As an immigrant watching, exploring, understanding others defence was really amazing. The museum is a full book about New Zealand in 3D.

The museum was very well put together. I loved the room that is alphabetised because it gave great insight on the sailor's lives.

The New Zealand Navy do a lot of work and need more respect from a lot of people. We need to remember how hard working people in the service of the Navy are.

The museum is amazing for kids and adults. I would love to come here again.

This museum is very historic and it teaches me a lot about Navy life. I really enjoyed learning about Antarctica. I recommend this museum for friends and family.

This museum contains massive amounts of information about New Zealand's past. Children born nowadays can learn a lot from this museum.

This museum is a wonderful reflection of our Royal New Zealand Navy.

This place is pretty cool and next time I will invite more people to come.

There was a wonderful mix of media, interactive displays and interesting stories! I especially enjoyed the model ship room – making you feel like you were actually there!

Everyone who served in the Navy deserves to have their story heard. This is a beautiful place for remembrance and history of this country.

The Museum is a bridge to connect the past with the future.

I thought the Women's Royal Navy clothing was very proper and that it was pretty cool and fashionable for back then. I would totally wear that now!

After visiting the museum I feel super inspired to join the Navy.

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Chair & Director's Message

— William Stevens & David Wright

As we review the year, successes have been many; of note, after four years of dedicated effort, is the completion of the Museum's Learning and Education Strategy. With the support of the Navy, we were able to increase education resourcing. The extra resourcing enabled the team to exceed all their objectives. This is evidenced by a 360% increase in the number of learners participating in formal and informal learning and is supported by the development of a number of initiatives, including the creation and delivery of three high-quality learning resource kits: Bomb Gone, Museum in a Box – Medals and STEM, now in over 400 classrooms around New Zealand, helping build awareness of the Royal New Zealand Navy and its mission.

Continuing our focus on engagement and education, we connected 766 Navy trainees, with the culture and heritage of the Royal New Zealand Navy, instilling a sense of pride in their service and connection to naval traditions.

The Museum has continued to make a significant contribution to the Navy's domestic engagement strategy delivering 240 domestic engagement activities and with 1,755 people participating in our community workshops, evening seminars, family fun days and commemorative events, delivered collaboratively with Defence Science and Technology, Navy's Navigation School and Devonport RSA. In addition, 163 events, functions and visits have been delivered. All these activities and their outcomes demonstrate the real and tangible value the Museum brings to the NZDF, the Navy, our sailors and the public of Aotearoa New Zealand.

Endorsing the Museum's commitment to quality, we were delighted to be awarded Gold Standard certification by Qualmark for the second year. This is a prestigious achievement reflecting the Navy Museum's continued commitment to mission and to continuous improvement. It is testament to the ongoing commitment of the Museum staff to deliver a quality experience for all our visitors that we have once again recorded a 98% satisfaction rating from our visitors and seen the number of visitors increase by 4% from the previous year to 95,295.

As a small team, the museum values the opportunities collaboration offers; the delivery of the Instrumental in Defence exhibition celebrating the 65th anniversary of the establishment of the Royal New Zealand Navy Band, is an example of successful collaboration in action. Current and past band members worked with the museum's programmes and collections teams to stage a fascinating exhibition incorporating objects, music and a programme of live events. It has been very well received by the public and in particular our veteran community.

Our online engagement also continues to extend awareness of Navy through the sharing of stories and objects from the collections, events and workshops to a wider local and international audience. Our Facebook reach alone has increased 99% from the previous year, with our content reaching over 770,000 users.

The care and management of our collection continues to be a key focus for the Museum. During the period, we have added 1669 new objects to the collection. With the support of the HMNZS Otago Association we have been



able to build on last year's oral history pilot project, adding six new oral histories of serving and retired personnel to the collection with more planned for the next financial year.

During the year the Board saw two key changes with the resignation of former Chair and Deputy Chair, Rear Admiral David Ledson (RTD) and Chair Sally Manuireva who is returning to the United Kingdom, they will both be missed. The contribution of Sally Manuireva who brought a new focus based on her experience as a museum executive to the board and museum should be noted. We are grateful to former Trust Board member, Lieutenant Commander William Stevens (Rtd) for stepping into the role of Interim Chair.

The Museum Director David Wright has announced his retirement and recruitment of his successor is underway. Full recognition of his significant contribution to the Museum will be noted in the next annual report.

The Trust Board has continued their focus on maintaining close relationships and dialogue with the other service museums and they would like to acknowledge the work of the National Army Museum, the Air Force Museum of New Zealand and their Boards.

The Trust Board acknowledges the support from the Navy throughout the year and in particular the relationship with the Chief and Deputy Chief of Navy. The partnership around the board table means that the Museum is better placed to respond to the ever-changing, complex environment we operate in.

We would like to commend the efforts of the Board of the National Museum of the Royal New Zealand and our dedicated team of Museum professionals, who have individually and collectively ensured the Museum's success over the last 12 months.

Navy Museum Director David Wright, retiring Trust Board Deputy Chair Rear Admiral David Ledson and Trust Board Chair Sally Manuireva, December 2024.

Image: Jane Cotty



Our Year in Review 2024–2025

95,295
Visitors



7,360

school students in learning programmes



153,348

visitors to the Museum website



2336+

visitors engaged with workshops & activities



98%

of visitors recommend visiting



300

Schools sign up for Museum in a Box - Medals, learning resource



465

research requests completed



150

items accessioned into the collection



9,251

catalogue records for the GN Series Collection imported into Vernon - online catalogue



766

NZDF personnel engaged with their naval heritage



Our Partner

The strong partnership between the Navy Museum and the Royal New Zealand Navy delivers substantial internal and external benefits for both parties.

The New Zealand Defence Force, through the Royal New Zealand Navy (Navy) has remained the Board's principal partner in the operation of the Navy Museum. In addition to contributing in the order of \$1,953,650 funding providing for both personnel and the Museum's annual operating budget, the Navy also provided substantial functional support essential to the effective operation of the Museum.

The Navy continued to provide essential additional personnel to supplement the small

Museum staff, enabling progress to be made on a number of initiatives that otherwise would not have been possible.

Through Naval Heritage learning sessions, Navy Museum educators guide sailors to engage with Navy history and traditions. From new entrant Junior Officers and Basic Common Trainees, to mid-career Leading Hands and Petty Officers, sailors make meaningful connections to the Navy past, present and future.



Graduation of Basic Common Training intake 25/01 at Devonport Naval Base. Graduating trainee with former sailor Sir Wayne 'Buck' Shelford, National President of the Royal New Zealand Returned and Services' Association. Image: Petty Officer Chris Weissenborn



6,580

NZDF personnel visited the Museum



2,472

Images provided for NZDF projects

Tā Mātau Uaratanga Our Vision

Hei whakahihiri i te hunga e mahi ana i Te Taua Moana, te whakahōnore i ngā ika-āwhiro me te whakaatu i ngā āhuetanga tuku iho me ngā kōrero onamata, inamata, anamata a Te Taua Moana ki te iwi whānui.

To inspire those who serve, to honour those who have served, and to engage the nation in the heritage and stories of the Navy past, present and future.

Tā Mātau Kaupapa Our Purpose

Ko te manawa kukume, whakahihiri, mauroa o ngā pūmahara o Te Taua Moana me ngā kōrero onamata, inamata, anamata hoki.

To be the engaging, inspiring and enduring heart of Navy memories and stories, past, present and future.

Our Values

Tū Maia
Integrity

Tū Tira
Comradeship

Tū Kaha
Courage

Tū Tika
Commitment



Graduation of Basic Common Training intake 25/01 at Devonport Naval Base, June 2025.

The reviewing officer was Rear Admiral Mat Williams, Vice Chief of Defence Force.

Students hometowns ranged from Auckland to Christchurch, with ethnicities from New Zealand, India, Korea, Philippines, UK, Ukraine, Pacific Islands and South Africa, all saying as one: He Heramana Ahau - I am a sailor.

Image: Petty Officer Chris Weissenborn





Change of Command Ceremony for the Deputy Chief Of Navy. L-R: Outgoing Deputy Chief of Navy Commodore Andrew Brown, Chief of Navy Rear Admiral Garin Golding and incoming Deputy Chief of Navy Commodore Karl Woodhead.
Image: Petty Officer Chris Weissenborn

Strategic Goal One

Being Essential to Te Taua Moana O Aotearoa

Playing a unique and critical role as the cultural epicentre within the Navy.

We...

Are a unique and trusted place for Navy events:

- 143 events and functions for Navy and NZDF
- 17 Key Leadership Engagements

Collect Navy stories and engage Navy with their stories:

- Collected six oral histories from key serving and retired naval personnel.
- Provided over 2,472 images and assisted with 390 research requests from naval personnel.
- Engaged over 750 personnel with their naval heritage.

Engage the public with the Navy and NZDF:

- Organically attracted 95,295 visitors to the museum.
- In collaboration with Defence Science and Technology, offered a range of Science-themed programmes, including workshops, education programmes and a family fun day.
- Continued our collaboration with the Navy's Navigation School to run Navigation workshops with the community.
- Connected over 7,000 students with the Navy through our learning programmes.

“Navy feel at home at the Museum”

“The Navy’s proximity and connection to a world-class museum is a point of difference. Dignitaries often mention the museum visit as a highlight.”



Strategic Goal Two

Building Awareness and Understanding

Being a platform that connects, educates and engages people with the Navy.

We've...

- **Welcomed 95,295 visitors** to the Navy Museum in 2024/25.
- **Received 98% visit recommendation** from our visitors.
- **Delivered guided tours** to 1,974 visitors.
- **Connected 153,348 website users** with the museum and the stories of the Navy.
- **Delivered a strong online presence** through social media channels: Facebook Instagram and X, achieving a 99% increase in the reach of our Facebook posts.
- **Engaged 7,360 school students** in learning programmes.
- **Connected 300+ classroom teachers** across the country with RNZN history through our learning resources, Museum in a Box – Medals and STEM.
- **Designed, coordinated and implemented** Science on Ice – Family Fun Day a collaboration between the museum's programmes team and Defence Science and Technology attracting over 700 visitors of all ages.

- **Engaged our community** with scientists from Defence Science and Technology through the delivery of our evening science seminars covering a range of topics including uncovering nuclear weapons and women's health, performance and well-being in the military.
- **Hosted two Navigate with the Navy workshops** in collaboration with RNZN Navigation School engaging our community both with naval personnel and with how the Navy navigates.
- **Worked with community organisations** to celebrate Matariki including the organisation and delivery of two very successful school holiday whetū craft activities.
- **Hosted Māori Astronomer Piripi Lambert** for an evening community talk during Matariki.
- **Coordinated and delivered** a 2-day Raranga Kete workshop with Ta'i Paitai
- **Collaborated with Seonaid Harvey from Auckland Libraries** to deliver two Genealogy workshops for our community.
- **Worked with Devonport RSA** to host the second commemoration of Purple Poppy Day with the community, attracting over 500 visitors and their pets.



“Thank you so much! The whole course was fantastic. I have wanted to learn kete weaving for ever and this was awesome. Thank you also Jane for looking after us so very well. I would definitely come back for more.”

Raranga Kete Workshop Participant

Raranga Kete 2 day workshop participants with their kete bags – November 2024.

Image: Jane Cotty





The gifting of items of clothing worn by the RNZN Cultural Group from Te Taua Moana Marae to the Navy Museum - September 2024.
Image: Thomas Kearns-Hill

“I am honoured to visit your museum. I am impressed by its profound heritage and excellent curatorial level.”

Museum visitor

Strategic Goal Three

Caring for Collections and Knowledge

Researching, collecting and caring for the tangible and intangible heritage of the Navy past, present and future.

We've...

- Added 150 new objects to the Collection.
- Updated 1729 database records including 315 photos.
- Acquired 1669 new objects for the collection - 117 objects and 1552 photographs.
- Answered 465 research requests internal and external.
- Digitised 807 negatives and prints from the Collection.

Acquisitioned a number of notable items to the Collection including:

- **Taonga Māori from Te Taua Moana Marae.** Items of clothing worn by the RNZN Cultural Group both historic and contemporary, have been added to the permanent collection. The ongoing care of, and access to the taonga, will be a partnership between the Museum and the Marae.
- **Four new medal collections** and specimen medals representing service during nuclear testing.
- **Significant artefacts salvaged from the sinking of HMNZS Manawanui** have been handed to the museum for temporary custody.
- **Handmade ensign designed by Lieutenant Commander Ted Roberts** and worn by HMNZS Inverell during Exercise Longex in 1968.
- **Engaged with HMNZS Toroa** assisting with an inventory and preparing object significance reports ahead of the unit's move into new premises.
- **Shared knowledge** - Registrar selected to present a paper at Australasian Registrars Conference on the management of the RNZN Fleet Trophy Collection.
- **Refreshed gallery exhibitions including:** Grapple and Vietnam.
- **Rationalised 200+ copy prints, original prints and original negatives.**

- Assisted with the design and delivery of gallery exhibition: RNZN Band's 65th anniversary exhibition 'Instrumental to Defence'.
- **Completed Oral Histories** for six current and formerly serving naval personnel.
- **Set up a new digitisation workstation** specifically for processing negatives.
- **Assessed, cleaned and conserved** where appropriate, 238 hanging uniforms as part of the clothing project.
- **Continued the classification project** - to date 7865 object records have been updated.
- **Hosted 12 visits** to the Collection Store.
- **Responded to 105 photographic enquiries** - 75% public, 25% NZDF
- **Rehoused 1066 Official Collection prints** from World War Two.
- **Provided significant assistance to a researcher** writing a history of timepieces in Aotearoa New Zealand.
- **Written several artefact unpacked articles** for the website and online publication Te Waka.
- **Imported 9,251 catalogue records** for the GN Series Photographic Collection into Vernon online catalogue.
- **Given several presentations to external groups** on various topics including researching military records.
- **Spoken about the history** of naming ships on Radio New Zealand.
- **Responded to 80 Fleet Trophy enquiries** - 43 trophy records updated, and 59 new trophies registered.
- **Continued internal professional development programme** for Front of House team



Strategic Goal Four

Equipped to Serve

Ensuring a sustainable, resilient organisation with funding people capability and ways of working that enables the responsive and high performing cultural institution. We've...

- **Achieved a Qualmark Gold Award** for the second year recognising the high quality experience we continue to deliver for all visitors.
- **Upgraded online retail offering on museum website** enhancing functionality and focusing on user experience.
- **Increased products** available online.
- **Overhauled online ordering process.**
- **Developed and delivered** successful online marketing plan for the store.
- **Increased online sales** by 33% over the period.
- **Continued to collaborate with ecological-community group Restoring Takarunga Hauraki** to reduce the rat population on Maungauika and the surrounding area by managing rat traps around the Museum perimeter.
- **Organised and delivered 20 events**, functions and visits for external parties, utilising the Museum's conference facilities.
- **Continued waste diversion and recycling programme** for the Museum and Torpedo Bay Café.
- **Successfully negotiated lease** with new owners of Torpedo Bay Café
- **Collaborated with Navy to deliver 143 NZDF and NZDF adjacent events** including attestations, medal ceremonies, promotions, Navy Museum Trust Board events, Navy Museum exhibition launches, Navy Reunions and Memorials, community group events and VIP visits including Pacific Chief of Defence Forces Wananga, British High Commissioner Her Excellency Iona Thomas, and Admiral Stephen Koehler Commander of the US Pacific Fleet.



Promotion ceremony for Commander Julie Simpkins to Captain at the Navy Museum, March 2025.
L-R Chief of Navy Rear Admiral Garin Golding and Captain Julie Simpkins.
Image: Petty Officer Chris Weissenborn





Science on Ice Family Fun Day with Defence Science and Technology, May 2025.
Image: Kathryn Nobbs.

Special Project

Science Collaboration

Over the last twelve months the programme's team has been supported by working in collaboration with Defence Science and Technology (DST) and the Navy's Navigation School.

Tapping into the expertise of DST scientists and personnel in the fleet our educators successfully developed and delivered 100 Museum in a Box - STEM learning kits to teachers and students around the country. The kit includes a series of science experiments that inspire curiosity and focus student learning on key science concepts. Each of the experiments connects students to real-life situations in the Navy which use science and technology. Science lessons from the kit have also been delivered in classrooms around Auckland and in the museum's learning space Tūhura to a wide range of age groups.

Our collaboration with DST extended to the development and delivery of our first Science Family Fun Day focused on the Navy's deployments to Antarctica. Working with DST a series of simple hands-on science experiments and experiences were created for families to engage with throughout the day. Over 700 people attended Science on Ice, with overwhelmingly positive feedback received.

The relationship with DST has also enabled the museum to deliver a series of science focused evening seminars attracting a regular engaged local audience.

The seminars have covered a range of topics e.g. uncovering nuclear weapons, Optimising women's health, wellbeing and performance in the military, Biofouling, Truth or Lies - navigating the modern information environment etc.

Interest in our two-part Navigation Workshop run in collaboration with retired RNZN Commander David Hedgley (Rtd) and the Navy's Navigation School continues to grow. Participants enjoy the opportunity to get to grips with the science and maths needed to understand celestial navigation, culminating in a hands on experience of using a sextant to take the noon day sight on Maungauika.

The programmes team plan to continue to deliver and build on the STEM focused initiatives into 2025/26.

“This museum is very historic and it teaches me a lot about Navy life. I really enjoyed learning about Antarctica. I recommend this museum for friends and family.”

Museum visitor



Special Exhibition

Instrumental in Defence

In a powerful collaboration with the Royal New Zealand Navy Band, the Navy Museum produced the exhibition Instrumental in Defence in celebration of the band's 65th Anniversary.

An official opening for the exhibition attended by over 80 current and retired band members from all around the country was held on Friday 11th April, 2025.

Instrumental in Defence successfully engaged with visitors of all ages. It featured artefacts through the decades including: drums, uniforms and a very special bugle engraved with the names of the Royal Marines Band members who lost their lives in HMS Neptune, December 1941 when she struck mines off the coast of Libya during the Second World War.

Visitors to the exhibition were able to listen to music recorded by the band in the 1960s, 80s and 2000s, try their hand at drumming, and watch video interviews of band members. A three-concert programme was also delivered, so visitors would be able to experience the music in person. To date over 12,000 visitors have enjoyed engaging with Instrumental to Defence.

“It was lovely to see the Navy Band Exhibition. I have good memories of when I used this as the practice room.”

Museum visitor



*Leading Musician Serguei Khousnoutdinov and his partner at the opening of Instrumental in Defence, April 2025.
Image: Petty Officer Chris Weissenborn*

Financials

The abridged audited Financial Statements for the Navy Museum Trust Board are as follows

STATEMENT OF FINANCIAL POSITION FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
CURRENT ASSETS		
Cash on Hand and at Bank	364,971	305,434
Receivables	28,384	6,693
Inventories	38,045	41,478
Investments	311,288	301,473
Total Current Assets	742,689	655,077
Non-Current Assets		
Property, plant and equipment	937,273	1,018,820
Heritage Assets	7,052,490	7,042,874
Total Non-Current Assets	7,989,763	8,061,694
TOTAL ASSETS	8,732,452	8,716,771
CURRENT LIABILITIES		
Credit Cards	(1,153)	748
Creditors and Accrued Expenses	6,864	5,913
Goods and Services Tax	4,657	6,829
Total Current Liabilities	10,367	13,491
TOTAL LIABILITIES	10,367	13,491
TOTAL ACCUMULATED FUNDS	8,722,085	8,703,281

STATEMENT OF FINANCIAL PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2025

	2025 \$	2024 \$
Operating Revenue	461,739	337,326
Operating Expenses	442,935	297,893
Surplus / (Deficit) for the Year	18,804	39,433
NOTE - OPERATING EXPENSES INCLUDE		
Accounting and Audit Fees	513	355
Depreciation	87,787	88,866
STATEMENT OF MOVEMENTS OF EQUITY FOR THE YEAR ENDED 30 JUNE 2025		
Accumulated Funds as at Start of the Year	8,703,281	8,663,848
Net Surplus / (Deficit) after Income Tax	18,804	39,433
ACCUMULATED FUNDS AS AT END OF YEAR	8,722,085	8,703,281

Note: The New Zealand Defence Force through the Royal New Zealand Navy contributed in the order of \$1,953,651 funding providing for both personnel and the Museum's annual operating budget.



Our Team

Governance

Governance of the National Museum of the Royal New Zealand Navy is the responsibility of the Navy Museum Board of Trustees. The Board, established in 1987 and incorporated under the Charitable Trusts Act 1957, comprises eight members, including six civilian members drawn from the private sector and the Deputy Chief of Navy who acts as Executive Trustee.

The Board of Trustees is responsible for the operation of the Navy Museum, as well as for the long term growth and development of the institution. The Board own the Navy Museum collection.

Trust Board

Chair

Ms Sally Manuireva

Deputy Chair & Executive Chair

Commodore Andrew Brown (until March 2025)

Commodore Quentin Randall (Nov 2024 – March 2025)

Commodore Karl Woodhead MNZM (from March 2025)

Management

The Navy Museum organisation comprises 16 FTE positions with the addition of two Fixed Term Board Contract Educators. The small but highly motivated, qualified and experienced team promotes a culture of innovation and agility that contributes significantly to the success of the Museum.

Members

Rear Admiral David Ledson ONZM (until Dec 2024)

Commodore Mike Wardlaw (RTD)

WO Melaine Dixon (until Dec 2024)

WO Maylene Booker (from Dec 2024)

Robyn Tauroa

Rachel Esson

Honorary Captain Bevan Killick

Kath McGhie

Advisor to the Board

Captain Simon Rooke, MNZM RNZN

"The staff are very nice and I like the place a lot!"

Museum Visitor

Staff

Director

Operations Manager

Administration

Business Services Manager

Retail Manager

Programmes Manager

Communications & Engagement Manager

Educators

Visitor Services Manager

Guide Host

Collections Manager

Registrar

Collections Assistant

Researcher

Photographic Archivist

NZDF Casual Guide Hosts

The Museum team as at 30 June 2025.

David Wright, MNZM

Peter Wilson

Maree Baucke (until Oct 2024)

Ann Martin-Stacy

Olivia De Tracy Bell

Ashleigh Pope

Charis Boos

Jane Cotty

Emma Wilcox

Paula Schaafhausen (until Jan 2025)

Jasmine Foote

Marica McEwan (until April 2025)

Euan Blake

Andrew Hart (until Nov 2024)

Steven Henderson

Tania Simpson

AB Kaniera Jones (from Jan 2025)

Caroline Ennen

Hannah Litherland

Lori Bowers

Lewis Dunster

Michael Wynd

Thomas Kearns-Hill

Paola King-Borrero

Ann O'Sullivan

Vicky Thomas

Meg Cummins (from Nov 2024)

Nigel Bioletti (from April 2025)

Welcome to H.M.S. Now returning

Words by
MARGARET A. SINCLAIR
("Roslyn")

Music by
BERT BAILEY

TEMPO DI MARCIA

Send the word from
Drake and Nelson
lip to lip
too, have come

mf
Welcome home our
Float the Flag, roll,
Battleship,
roll the drum;

The image shows a musical score for the song 'Welcome to H.M.S. Now returning'. It features a treble clef, a key signature of one sharp (F#), and a 4/4 time signature. The tempo is marked 'TEMPO DI MARCIA'. The score includes lyrics such as 'Send the word from Drake and Nelson lip to lip too, have come' and 'Welcome home our Float the Flag, roll, Battleship, roll the drum;'. The music is written in a grand staff format with various notes, rests, and dynamic markings like 'mf' and 'f'.

