

'To illustrate for everyone the importance of the sea, ships, time and the stars, and their relationship with people.'

Mission of Royal Museums Greenwich

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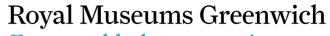
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Four world-class attractions



Royal Museums Greenwich brings together four world-class attractions at the heart of the UNESCO World Heritage Site in Greenwich: the National Maritime Museum, the Royal Observatory Greenwich, the Queen's House and *Cutty Sark*.

National Maritime Museum

The National Maritime Museum is the world's largest maritime museum, filled with inspirational stories of exploration, trade and adventure at sea. Over 1.5 million visitors a year come to explore Britain's identity as an island and its maritime relationship with the rest of the world. The Museum's awardwinning galleries and exciting exhibitions help connect Britain's seafaring past with our lives today.

Royal Observatory Greenwich

One of the most important and historic scientific sites in the world, ROG is the historic home of British astronomy, Greenwich Mean Time, the Meridian Line and London's only planetarium. It was founded by Charles II in 1675 and now welcomes more than 750,000 visitors annually to stand at the centre of world time, meet our expert astronomers and take an awe-inspiring journey through the wonders of space at the Peter Harrison Planetarium.

The Queen's House

A beautiful royal villa, the Queen's House was designed by Inigo Jones and completed around 1638 for Charles I's queen, Henrietta Maria. Designed as England's first truly classical building, the House features the elegant Tulip Stairs and the breathtaking Great Hall, a perfect 40-foot cube. It displays a world-class collection of paintings, including works by Canaletto, Reynolds and Hogarth, and new installations by contemporary artists.

Cutty Sark

The world's sole-surviving tea clipper, famous for her record-breaking passages around the globe. Built in 1869 to carry tea back from China, the ship has survived storms, mutiny and fire, and the original wooden planks and iron frames have been meticulously conserved as part of a six-year restoration project. Since re-opening in 2012 *Cutty Sark* has provided an award-winning experience, with innovative exhibits and interactive displays that enable visitors to experience what life was like on board a historic sailing ship.







Chairman's foreword The year's achievements



Above Sir Charles Dunstone, CVO

'At their recent meetings, the Trustees of the Cutty Sark Trust resolved to present the Cutty Sark as a gift to the national collection.' On Saturday 21 March 2015, I travelled down the Thames with my wife, our two young children and many of their friends, to revel in the first day of our new AHOY! gallery. This is the Museum's exciting new space for those under eight to explore playful interactives based on aspects of our collections – from a sailing ship to a fish market, a passenger liner to a container port. The gallery helps young children understand why the sea is important to us all, and I was very pleased to see that it perfectly expresses the Museum's concern for children and their spirit of exploration and adventure. I would like to thank all those who have supported the completion of AHOY!

This year has seen the development and adoption of the detailed sections of our new *Stimulating Curiosity* Corporate Plan, which will take us through to 2017–18. This period will present significant financial challenges, as it is likely that our annual governmental grant will continue to reduce. In consequence, we have reorganised the Museum's structure to realise more efficient ways of working and to grow our self-engendered income.

Our exciting Endeavour Project – a programme of new permanent galleries inspired by the 250th anniversary of Captain Cook's epic Pacific voyage in command of HM Bark *Endeavour* – plays a significant part in this Corporate Plan, and the project has taken several important steps forward this year. We have received vital support from the Department of Culture, Media and Sport, and have received a Stage 1 pass from the Heritage Lottery Fund. Preparatory works will continue throughout 2015–16 and, provided matching funding is secured, we look forward to going to the build stages in late 2016.

We welcomed new Trustees to the Board this year — Professor Alison Bashford, Jeremy Penn and Admiral Sir Mark Stanhope — and I would like to record my gratitude to all the Trustees for the entirely voluntary time they put towards the governance and strategic future of Royal Museums Greenwich.

As I write this, I am very pleased to be able to report that, at their recent meetings, the Trustees of the Cutty Sark Trust resolved to present the *Cutty Sark* as a gift to the national collection, and the Trustees of the National Maritime Museum warmly accepted this important donation. These historic resolutions are the culmination of the effort made by the Trust in bringing the *Cutty Sark*'s conservation project to such a successful conclusion, and the organisation's work in operating the ship since its re-opening by Her Majesty The Queen in 2012.

In the face of the pressures facing all cultural institutions, the excellence, innovation and ambition that is set out in the pages that follow is only possible through the hard work of all our staff and volunteers, and our generous and committed sponsors and supporters. On behalf of the Trustees, it is my privilege as Chairman to thank you all. As we look to the future, your contributions have never been more important.

Sir Charles Dunstone, CVO Chairman



Director's review

Continued success and innovation



Above Dr Kevin Fewster, AM

'The National Maritime Museum's principal 2015 family exhibition, Against Captain's Orders, demonstrates just how inventive our organisation can be.' Royal Museums Greenwich performed strongly during 2014–15, fulfilling our remit to deliver stimulating experiences for our visitors and to be a dynamic organisation for our many supporters. This was in spite of the fact that a comprehensive organisational review was undertaken to realise major savings to our operating budget, to offset the significant reduction in Grant-in-Aid for 2015–16.

The National Maritime Museum's principal 2015 family exhibition, *Against Captain's Orders*, demonstrates just how inventive our organisation can be. The innovative collaboration with acclaimed immersive theatre company Punchdrunk Enrichment is set in the twilight world of a museum collection store; families embark upon an unexpected journey in which success depends on everybody doing their part. Feedback so far has been hugely positive.

Other notable features for our 2014-15 year include:

- > Consolidation of Royal Museums Greenwich visitor numbers (2.6 million) at levels higher than have previously been achieved. These figures, and the programming that underpins them, have assisted in changing public perceptions of Royal Museums Greenwich, and Greenwich in general.
- > Staging two major temporary exhibitions: 134,000 people saw *Turner and the Sea*, and 95,000 *Ships*, *Clocks and Stars: the Quest for Longitude*. These contrasting exhibitions displayed outstanding standards of research, innovative presentation and richly deserved critical acclaim.
- > The opening of the Eyal Ofer Gallery in the Queen's House (funded by the Eyal Ofer Family Foundation), with the superb *Art and Science of Exploration* display.

- > The acquisition of the *Minotaur*'s Trafalgar flag for our collection – the only Union flag from Trafalgar surviving in Britain today.
- > The Endeavour Project: great progress was made in defining the scope and brief of our new permanent galleries to mark the 250th anniversary of Captain Cook's first Pacific voyage. Our two principal funding applications for the project have been successful.
- > Providing leadership within the UK maritime heritage community by co-ordinating the 2014 UK Maritime Heritage Forum conference in Belfast and convening a meeting of organisations interested in the Cook 250th anniversary.
- > Enhancing the organisation's international reputation by successfully touring *Turner and the Sea* to the USA, and finalising the international tour schedule for *Ships, Clocks and Stars*. On a personal note, it is a privilege for me to serve as President of the International Congress of Maritime Museums.
- > The opening of the new children's gallery for under-8s, AHOY!

As a result of everyone's hard work and dedication, Royal Museums Greenwich have enjoyed what I believe will be seen as one of the most significant years in our organisation's history. It gives me great pleasure and pride to thank all our staff and volunteers for their commitment to a most exciting future for us all.

Dr Kevin Fewster, AM Director



RMG Annual Review

Introduction

The year in numbers A stellar twelve months

visits to the National Maritime Museum and Royal Observatory by children under 16



the average visitor rating for our Special Exhibitions

visits to the four Royal Museums Greenwich sites

visitors from overseas



of visitors would recommend a visit to others

London schools visited the National Maritime Museum 88,707

visitors took part in a family learning activity at the National Maritime Museum

published or broadcast per week relating to Royal Museums Greenwich

59

the average number of media pieces

objects in the National Maritime Museum collections were conserved

the growth in followers of the Royal Museums Greenwich Twitter feed

+31%

during the year

1380

unique web visits to our suite of websites

749

people took part in learning activities at *Cutty Sark*

> of our objects were out on loan to UK and international venues

> > 233 items were acquired

for our collections

Section one

Building on success

Following several years of change across our sites – resulting in the construction of the Museum's Sammy Ofer Wing and Special Exhibitions Gallery, and the re-opening of *Cutty Sark* – we have now enjoyed two full years of comprehensive, established programming. New galleries have been unveiled, and our events programme has gone from strength-to-strength.

Exhibitions and galleries

'They've done a splendid job in renovating and expanding the place, and it really does contain an extraordinary volume of interesting stuff.'

Trip Advisor review October 2014 This year has seen a programme of highly ambitious temporary exhibitions, from the spectacular *Turner and the Sea* (which fell into both this and the previous financial year) to the fascinating *Ships, Clocks and Stars: the Quest for Longitude* – both of which have since successfully toured to the USA. The groundbreaking *Against Captain's Orders* show followed at the end of the year, conceived in collaboration with immersive theatre company Punchdrunk Enrichment. *Dark Universe*, our sell-out show about dark matter, began a highly successful run at the Planetarium.

New galleries have also been unveiled this year. In August 2014 we opened *Forgotten Fighters* – the Museum's four-year exhibition to mark the centenary of the First World War. The free gallery explores the previously under-documented naval and maritime dimensions of the Great War and received very high visitor ratings averaging 9/10. Our permanent new interactive children's space, AHOY!, followed in March 2015, and feedback from our family audiences has been extremely positive.

Alongside these blockbuster exhibitions our venues have staged a diverse range of smaller exhibitions and shows, including *Astronomy Photographer of the Year*, the Royal Observatory's renowned annual exhibition of the world's best astrophotography; *The Art and Science of Exploration*, about Captain Cook's 18th-century voyages of discovery; *Guiding Lights*, the history of the Corporation of Trinity House, and *War Artists at Sea*. Our contemporary arts programme, meanwhile, has brought a new audience to the Queen's House showcasing names in contemporary art, film and photography, including Rozanne Hawksley and Dryden Goodwin.



Left *Against Captain's Orders*

Opposite

'NGC 3718' by Mark Hanson, USA Astronomy Photographer of the Year 2014





Engaging visitors and the media

'We had no idea how wonderful it was going to be. There were so many interesting exhibitions and we saw them all because they were all good and all brought England's seafaring past to life.'

National Maritime Museum visitor August 2014 Visitors to Royal Museums Greenwich (including *Cutty Sark*) for the year totalled more than 2.6 million, one of the highest figures our organisation has ever achieved. The Peter Harrison Planetarium managed record attendance numbers, with nearly 175,000 visits.

Ships, Clocks and Stars: the Quest for Longitude drew 95,000 visitors, 27% above the target of 75,000. The adult-learning programme connected to the exhibition was also enormously successful, drawing over 6000 participants – four times more than the predicted target.

Like *Turner and the Sea* before it, the exhibition drew new visitors to the Museum, with 55% visiting for the very first time and nearly 80% saying they would like to visit other Royal Museums Greenwich galleries.

Impressive media reviews

The successful year for Royal Museums Greenwich has also been reflected in the outstanding media reviews of exhibitions, gallery openings and events in 2014–15. *Ships, Clocks and Stars* acquired a large amount of media attention, with *The Times* writing that it 'celebrates practical problem-solving at its finest', and the Queen's House exhibition *The Art and Science of Exploration, 1768–1780* received excellent reviews, with The Times enthusing: 'exceptional artworks illuminate a thrilling age of exploration.'



Two important events gave Royal Museums Greenwich great media exposure. The first was Sir Ben Ainslie launching Britain's America's Cup bid at the Queen's House, with HRH the Duchess of Cambridge. The launch was attended by both national and international press. The second was the solar eclipse of spring 2015, for which Royal Observatory astronomers did a total of 83 interviews, including live appearances on *Good Morning Britain* and *Sky News*.

Left Ships, Clocks and Stars: the Quest for Longitude

The Endeavour Project



We are undertaking an ambitious programme of new permanent galleries and major improvements, due for completion in 2018. These galleries will transform our public offer and create new opportunities to tell stories of exploration and discovery from over 500 years of history. Our inspiration is the 250th anniversary of one of these stories: James Cook's epic voyage in command of HM Bark *Endeavour*, a voyage that would change the world forever and guarantee his place among history's greatest explorers.

James Cook's mission of discovery

On 27 May 1768, Lieutenant James Cook took command of HM Bark *Endeavour* at Deptford, near Greenwich. Its voyage of exploration to the Pacific would last almost three years, record thousands of miles of uncharted lands and seas – including New Zealand and the east coast of Australia – and test all Cook's skills as a navigator, seaman and leader. The *Endeavour* would reveal to European eyes the lands, peoples, flora and fauna of the Pacific as never before, and herald a period of great change for the region. It would also set new standards for scientific enquiry and exploration.

Exciting new galleries

Four new Endeavour galleries at the National Maritime Museum will increase our permanent display space by more than 40%. The galleries will be a starting point for new learning opportunities for school and community groups, and will significantly improve the visitor journey around the Museum. There will also be a new entrance and navigation gallery at the Royal Observatory, new state-of-the-art conservation studios at our storage site at Kidbrooke, and a ten-year programme of special activities focused on Cook's three voyages of exploration.

Making connections

The project aims to connect all our sites and collections, revealing the links between them. Just as the *Endeavour* voyage brought together seafaring, navigation, science and art, the Endeavour Project will tie together the displays of the National Maritime Museum, the Queen's House, the Royal Observatory and our stored collections. It is a bold, ambitious and transformative programme of works, and the next important step in the history of Royal Museums Greenwich.







Section two

Bringing the collections to life

The four sites that make up Royal Museums Greenwich contain a veritable treasure-trove of more than 1.5 million items, from the historically significant buildings themselves to ground-breaking instruments, personal objects, fascinating maritime and naval artefacts, world-class paintings and unique photographic records and archive material.

We also have an unrivalled wealth of curatorial and interpretative expertise – from public astronomers to experts on the history of piracy to art curators – that helps bring the collections to life for our millions of visitors, through exciting temporary exhibitions and insightful permanent galleries.

Major exhibitions *Turner and the Sea*



'Beautiful and utterly inspiring, I could have spent hours here.'

Turner and the Sea visitor



National Maritime Museum 22 November 2013 to 21 April 2014

J.M.W. Turner is one of Britain's best-loved artists, and *Turner and the Sea* was the first major exhibition of masterpieces revealing his lifelong fascination with the sea.

Dramatic, contemplative, violent, beautiful, dangerous and sublime – the sea was the perfect subject to showcase Turner's singular talents, and in this exploration of his maritime legacy the Museum brought together over 120 artworks. These included some of the most-celebrated paintings of the artist's long career, including 'The Fighting Temeraire', voted Britain's favourite painting,

'Wreck of a Transport Ship' and 'Rockets and Blue Lights', not seen in the UK for 35 and 10 years respectively. The exhibition featured items on loan from some of the world's most prestigious art institutions, including the Royal Collection Trust, National Gallery, British Museum, Metropolitan Museum of Art and National Gallery of Art, Washington.

A high-impact marketing campaign across outdoor, print, digital and social media positioned the exhibition as a world-class fine-art exhibition. It proved exceptionally popular with the public, attracting more than 130,000 visitors.

The exhibition was generously supported by the Patrons of Royal Museums Greenwich.



Major exhibitions Ships, Clocks and Stars: the Quest for Longitude

'The exhibition was beautifully designed, making the whole story engaging and fascinating. The opening ocean screen made you appreciate what an enormous undertaking sea travel was in centuries gone by.'

Ships, Clocks and Stars visitor

National Maritime Museum 11 July 2014 to 4 January 2015

Marking the 300th anniversary of the passing of the Longitude Act in July 1714, *Ships, Clocks and Stars* told the extraordinary story of the race to determine longitude (east–west position) at sea, helping to save seafarers from terrible fates, including shipwreck and starvation. The exhibition drew on the latest research to shed new light on the history of longitude – one of the great achievements of the Georgian age.

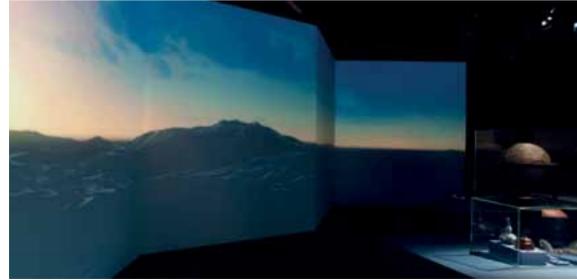
Highlights of the exhibition included the original Longitude Act of 1714, on public display for the first time, and a rare opportunity to see all five of John Harrison's timekeepers together – the first to allow accurate timekeeping at sea. An intricate 1747 model of the *Centurion*, the ship that carried out the first

proper sea trial of Harrison's H1 timekeeper, was also on display, along with the elegant padded silk 'observing suit' worn by Nevil Maskelyne at the Royal Observatory during the 1760s.

Ships, Clocks and Stars proved very popular with the general public and press, attracting some 95,000 visitors and garnering 207 media pieces. It also won the British Society for the History of Science's 2014 Great Exhibitions Competition – where it was described by the judges as 'visually stunning' – and was shortlisted for 'Best Marketing Campaign' by the Museum and Heritage Awards in 2015. It has been touring to Washington DC's Folger Shakespeare Library in 2015.

Ships, Clocks and Stars was sponsored by United Technologies Corporation.







'I thought the museum was excellent but Against Captain's Orders was the highlight!' Visitor quote

Major exhibitions

Against Captain's Orders: a Journey into the Uncharted



'Fun and eccentric... a Roald Dahl-like fantasy.'

The Sunday Times



National Maritime Museum 28 March 2015 to 31 August 2015

The National Maritime Museum and Punchdrunk Enrichment have opened a ground-breaking new show for 6–12 year olds, taking families on a 50-minute adventure of a lifetime through the Museum's wealth of maritime history and artefacts.

Starting in the twilight world of a museum collection store, the immersive experience is led by two curators. Doorways lead to other times and other worlds, and life jackets are donned as visitors became part of the motley crew of HMS *Adventure*. Harnessing the heroics of Grace Darling, the intuition of Captain Bligh and the intellect of Sir Francis Drake, audiences live through their very own nautical adventure.

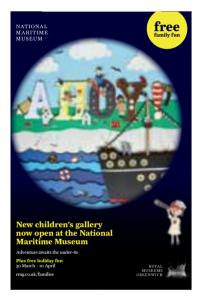
The educational experience involves problemsolving, storytelling and moments of mild peril.

Against Captain's Orders – which was still running when this publication went to print – is exciting, enlightening and unconventional, and the response to the show has so far been excellent. Key feature pieces and articles have appeared in *The Guardian*, Daily Telegraph, Sunday Times, Evening Standard and Time Out.

With the aim of opening up the show to audiences with disabilities, we have run performances interpreted with BSL (British Sign Language) and given touch-tours to partially sighted children.

Against Captain's Orders has been supported using public funding by Arts Council England.

New galleries AHOY! children's gallery





National Maritime Museum From 22 March 2015

Our brilliant new free children's gallery for under-8s was officially opened in March 2015. Polar exploration, pirates and a host of other maritime themes are brought to life in this immersive and playful space, set at the heart of the National Maritime Museum.

Children's imaginations are fired up as they stoke the boiler of a steamship, toddlers beam with delight as they land a fish in the soft-play area and new friendships are forged as kids work together in the interactive boatyard. The gallery has been extremely popular from the start, and feedback from our family audiences has been fantastic. AHOY! is also an excellent starting point for many classroom topics and learning projects.

The gallery was made possible by the generous support of a number of organisations; please see p.72 for the full list.



New galleries

Forgotten Fighters: the First World War at Sea



'Forgotten Fighters: the First World War at Sea is a timely reminder of the men and women without whom the conflict might not have been won, and whose actions often went unreported.'

The Daily Telegraph

National Maritime Museum 2 August 2014 to November 2018

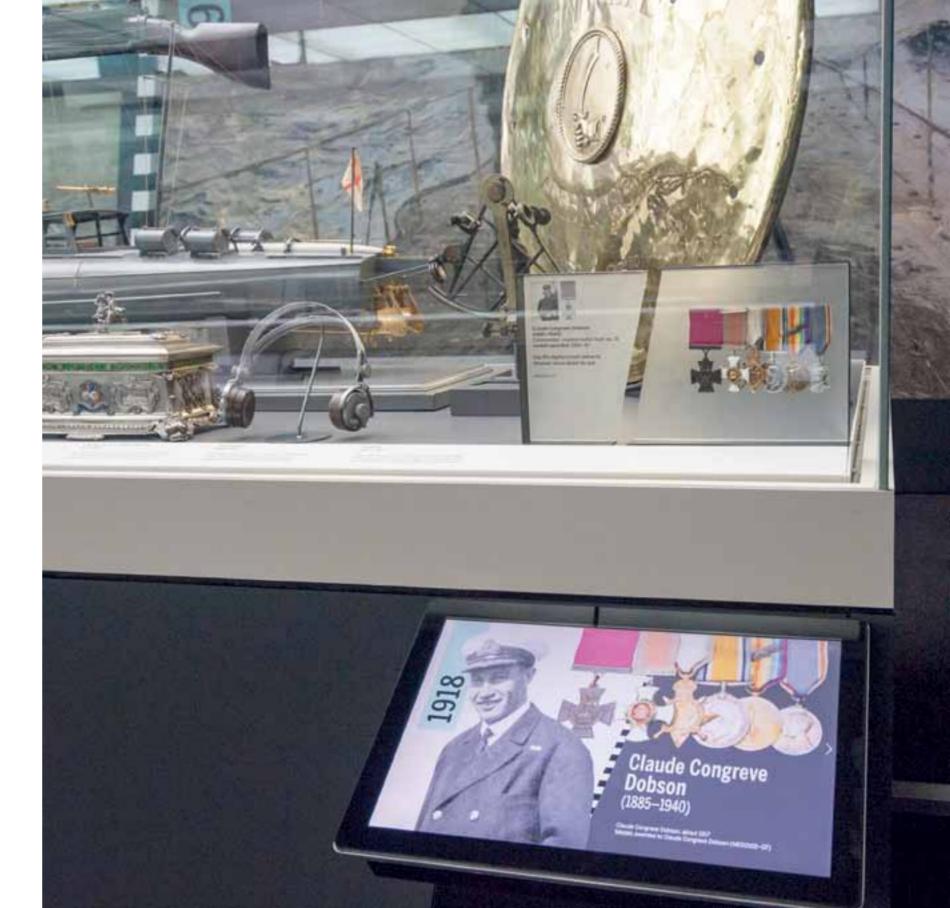
Forgotten Fighters is our four-year exhibition to mark the centenary of the First World War, exploring the naval and maritime dimensions of the conflict. The horrors of the Western Front have long dominated our understanding of those years, and yet the war at sea was fought on an epic scale and with terrible human loss.

This free gallery focuses on the personal stories of those who participated, through displays of a wide range of objects, including weaponry, photographs, medals and ship models. It takes visitors from the heroism of merchant mariners to the shattering realities of naval battle, and from the Falkland Islands and the Mediterranean to the Atlantic and the North Sea.

Though their activities were often unseen or unreported, the men and women of the Royal Navy and merchant fleet were integral to Britain's First World War contribution. Without the efforts of these brave seafarers, supplies could not have reached the soldiers in the trenches and Britain would not have received the food and raw materials on which the nation depended.

The strain of the war at sea was also strongly felt on land. Millions of British workers were required in the shipyards, coal mines, steel mills and armament factories of the nation to keep the fleet in readiness, and the scale of the war led to the formation of the Women's Royal Naval Service (WRNS) in 1917, drawing women from across the nation into service as cooks, electricians, clerks and wireless telegraphists.





'We learnt the difference between dark matter and dark energy. We are now all experts on the cosmos. A riveting film beautifully presented.'

Dark Universe visitor March 2015

Royal Observatory Greenwich

'If the Observatory does not turn everyone who attends into amateur astronomers then I have no idea what will.'

Royal Observatory visitor March 2015 The Royal Observatory continues to be a hugely popular destination for both tourists and locals. It was visited by almost 777,000 people last year – 16% more than the previous year. A highlight is the annual *Astronomy Photographer of the Year* exhibition (see p.35), which continues to go from strength-to-strength. New sponsorship from Insight Investment means that the competition is now known as *Insight Astronomy Photographer of the Year*, and this funding will be used to expand the competition over the next three years.

Flamsteed's rooms

Our exciting project to turn the Observatory's Flamsteed apartments into a suite of galleries – set to be entitled 'Observatory Life' – has advanced this year, after DCMS-Wolfson funding was awarded. The new galleries, which are due to open in March 2016, will explore the everyday lives of the men, women and children who have lived at the Observatory over the centuries.

Peter Harrison Planetarium

Despite a slow start, 2014–15 turned out to be a record-breaking year for the Planetarium programme, with 144,000 public visits (174,000 including school visits) – an increase of 12% from the previous year. It continues to offer a wide range of screenings, with the live shows presented by Royal Observatory astronomers still especially popular.

Dark Universe

The new *Dark Universe* show at the Planetarium has also received outstanding feedback. *Dark Universe* is a pre-recorded cinematic show exploring what we know – and what we don't know – about the structure and history of the Universe. Developed by the American Museum of Natural History and narrated by award-winning astrophysicist and author Neil deGrasse Tyson, the show charts the major breakthroughs in the last 100 years of astronomy. Using beautiful visuals and 3D simulation it explains Edwin Hubble's discovery that the Universe is expanding, the theory of the Big Bang and our understanding of the Milky Way and galaxies far beyond.





Cutty Sark

'This ship is immaculately presented for visitors, with lots of information to browse. There were great displays and interactive stuff for children too.'

Cutty Sark visitor March 2015 Across 2014–15, *Cutty Sark* welcomed 256,793 visitors, including families and adults from the UK, as well as visitors from around the globe. Younger visitors have been engaged in an expanding programme of family events and workshops for schools (see p.54). *Cutty Sark*'s success was again recognised by a TripAdvisor Certificate of Excellence in 2014, as well as a Sandford Award for Excellence in Heritage Education.

Cutty Sark events

Two important *Cutty Sark* anniversaries were honoured in 2014. The vessel celebrated the 145th anniversary of its launch on 22 November, marked by a special concert in the ship's Sammy Ofer Gallery by Scottish folk singer Karine Polwart.



Following this, on 10 December *Cutty Sark* hosted an oral-history event to mark the 60th anniversary of the ship's arrival in Greenwich. Facilitated by artist Sadia Ur-Rehman, the event highlighted how much the ship means to the local area and people.

The first *Cutty Sark* sleepover took place in April 2015. The sold-out event featured workshops, games, stargazing and storytelling for 97 'crew'.

A very popular display in 2014 was the Sammy Ofer Gallery's *Doctor Geof's Fantastical Steampunk Tea Museum*, which ran from July to September, showcasing historical curios linked to the tea trade.

The ship's Michael Edwards Studio Theatre, now in its second year, welcomed nearly 2000 guests from autumn 2014 to spring 2015. Performers included Nicholas Parsons and Alexei Sayle, as well as drama and musical acts. Almost all evenings were sold out, and we have increased the theatre's capacity as a result.

Audio-described tours

Cutty Sark took part in the first national Disabled Access Day in January 2015, running its first audiodescribed tour for visually impaired visitors in collaboration with Vocal Eyes. Regular audiodescribed tours are planned for 2015.

We are extremely grateful for the support of HSBC, *Cutty Sark*'s primary sponsor, during 2014–15.



Micro-gallery exhibitions

'Eight British steampunk artists have created a mix of historically inspired and wackily imaginative new works for the Royal Observatory.'

Time Out, on Longitude Punk'd

Far right Jema 'Emilly Ladybird' Hewitt and her Orrery Dress for Longitude Punk'd

National Maritime Museum

Bringing the collections to life

Guiding Lights: 500 years of Trinity House and Safety at Sea 16 April 2014 to 4 January 2016

This two-vear exhibition showcases centuries of invaluable work undertaken by the Corporation of Trinity House to help sailors navigate safely at sea, preventing countless shipwrecks and immense loss of life. Marking the 500th anniversary of Trinity House, Guiding Lights displays 70 rarely seen objects from Trinity House and the Museum's own collection. These objects help to tell the heroic and extraordinary stories that have taken place during the organisation's history so far, and of human fortitude in the face of the immense power of the sea. Guiding Lights is part of the Museum's ongoing programme of exhibitions covering both historic and contemporary issues. It was made possible through the support of the Corporation of Trinity House.



Royal Observatory Greenwich

Longitude Punk'd

April 2014 to 4 January 2015

In parallel to Ships, Clocks and Stars, eight Steampunk artists took over the Royal Observatory, Madcap inventors, stargazing scientists and elegant explorers took visitors on an adventure into a world where scientific convention and the laws of nature had been rewritten. The artists' narrative lavishly reinterpreted the science and drama of the 18thcentury quest to find longitude at sea.

This unusual exhibition of eccentric inventions was specially created by steampunk luminaries, including award-winning novelist Robert Rankin, Exuberantly blurring the boundaries between art and science, fact and fiction, it was something completely unique.

Longitude Punk'd was supported by the Arts and Humanities Research Council.





'Spectacular images bring new perspectives on phenomena from the aurora borealis to nebulae as far as 7500 light years away.'

theguardian.com, on Astronomy Photographer of the Year 2014

'Hybrid Solar Eclipse 2' by Eugen Kamenew

'Coastal Stairways' by Chris Murphy

Astronomy Photographer of the Year 2014 18 September 2014 to 19 July 2015

The Royal Observatory presented its annual display of winning entries for this renowned photography prize, in collaboration with BBC Sky at Night Magazine and photo-sharing website Flickr. For its sixth year, the competition received more than 1700 entries from all around the world, and 292,483 web-page views.

The competition has become a fixture on stargazers' agendas across the globe and attracts phenomenal national and international media coverage. The photographs captured mesmerising ethereal images, from the sky viewed from Earth out to swirling nebulae in deep space. For the first time we even received a photograph taken from the edge of space.



The Queen's House

'At the centre of the Queen's House exceptional artworks illuminate a thrilling age of exploration.'

The Times, on The Art and Science of Exploration

In the run up to the 400th birthday of the Queen's House in 2016, we have been trialling new graphics, paint colours and visitor routes in the building, whilst continuing to highlight the glories of our fine art collection in a series of special exhibitions of contemporary, modern and historic art.

War Artists at Sea 15 February 2014 to 26 July 2015

This exhibition has highlighted the riches of our First and Second World War art collections, with displays of visually arresting and moving portraits,

battle scenes and depictions of everyday life during conflict. Revealed for the first time were works by John Kingsley Cook, who served in the Merchant Navy and spent time as a prisoner of war, and by the recently rediscovered artist Gladys E. Reed, who was in the Women's Royal Naval Service in 1943–44.

The exhibition also focused on new conservation work on colourful depictions of Dazzle-camouflaged ships by John Everett, and vibrant pastel portraits by William Dring.





'Rozanne Hawksley's work is so well constructed. She is a wonderful craftswoman. The pieces were beautifully displayed and deeply moving."

Queen's House visitor October 2014

Right 'We Jolly Sailor Boys Remembering' by Rozanne Hawksley

Far right
Still from the film
Unseen: The Lives of Looking
by Dryden Goodwin

Rozanne Hawksley: War and Memory 28 May to 16 November 2014

For the commemoration of the centenary of the First World War, contemporary artist Rozanne Hawksley created a poignant and powerful interrogation of sacrifice at sea and remembrance. The focus of the display was a new commission, entitled 'Full Fathom Five', while other rooms combined objects from the museum collections with Hawksley's pieces. Following the exhibition, we were delighted to acquire 'Seamstress and the Sea' as a gift from the artist.

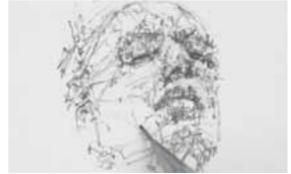


The Art and Science of Exploration, 1768–80 Eyal Ofer Gallery 7 August 2014 to 26 July 2015

The acquisition of George Stubbs' Kangaroo and Dingo from Captain Cook's first Pacific voyage gave us the chance to display the Museum's spectacular art collections from all three of Cook's 18th-century voyages of discovery. Cook brought back accounts of extraordinary peoples, flora and fauna, and played a crucial role on Cook's voyages, producing both scientific records and imaginative responses to the unfamiliar lands, peoples, flora and fauna that they encountered. Supported by the Heritage Lottery Fund, Art Fund and Arts and Humanities Research Council, this exhibition brought together paintings, prints and drawings by Stubbs, William Hodges, John Webber and Johann Zoffany, along with loans from the Natural History Museum and choice pieces from the recently acquired collection of more than 700 engraved botanical prints by Sydney Parkinson.

Unseen: The Lives of Looking by Dryden Goodwin 5 March 2015 to 26 July 2015

In the fourth exhibition in our contemporary arts programme, the Queen's House became host to a cinema for Dryden Goodwin's first feature film. Following the lives of three modern individuals with a particular relationship to looking – an eye surgeon, a planetary explorer and a human rights lawyer – Goodwin encouraged us to think about how and why we see in the modern day. Presented with works associated with three historic 'lookers' from the NMM collection, the exhibition showed how observing and recording has been central to the history of Greenwich.



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Section three

Caring for our collections

The items and objects that inspire our galleries, exhibitions, events and outreach programmes contain a vast range of valuable and fragile assets, requiring top-level expertise in acquiring, conserving, storing and displaying – both currently and for future generations. From our historic buildings to the smallest of intricate objects, each piece is subject to careful investment, preservation and cataloguing by our teams.

From the purchase of high-profile artworks to the intricate conservation of centuries-old scientific treasures and the lives and histories they represent, the collections are of the utmost importance to our work and offer.

'At Sea: A Portrait of a

'Working Boats from

around the British Coast'

by Paul Duke

by Alan Sorrell

Scottish Fishing Community'

Acquisitions

New artworks and objects

Royal Museums Greenwich hold one of the most significant maritime, science and art collections in the world.

The Greenwich story

Greenwich itself is central to the stories we tell at our venues, and we made several significant purchases over the year that evoke the area's history as a royal, riverine and leisure site. Pieter Tillemans' elegant 'View of the Thames, Blackwall Reach and Greenwich Marsh from One Tree Hill', painted in around 1730, is one such example. Other acquisitions highlight the court culture that was thriving at the Queen's House and Greenwich cultural impact of maritime exploration.

Palace in the 16th and 17th centuries; Edwaert Collier's 'Vanitas Still Life' represents a genre widely collected by royal patrons (but not previously represented in the Museum's collections) and tells the story of the wider



The Longitude story

The collection relating to the Longitude story has been expanded over the past year through the acquisition - with the assistance of the Art Fund of an experimental 1660s marine clock. Sea trials of the design, devised by Alexander Bruce and Christiaan Huygens, initially suggested that it might be used for finding longitude at sea, 70 years before John Harrison met the Board of Longitude.

Another acquisition from this period is a rare collection of naval papers containing letter books, order books and accounts of Sir John Narborough, George Orton and Sir Cloudesley Shovell. The 'Narborough Papers' relate to the last quarter of the 17th century, a formative period in terms of the development of the naval profession.

Modern and contemporary art

Our art collection also represents Britain's relationship with the sea in modern times. Alan Sorrell's 'Working Boats from around the British Coast' was commissioned to decorate the bar of HMS Campania, an aircraft carrier transformed into a floating exhibition space during the Festival of Britain in 1951.

Another current focus is the development of our contemporary photography collection. Paul Duke's 'At Sea: A Portrait of a Scottish Fishing Community' (2009-12) was a significant acquisition in this regard. The series of 32 photographs captures the waning fishing community in Moray Firth, Scotland, through the lens of traditional portrait modes associated with the heroic and the noble. The ESO Series, by Turner Prize-winning artist Wolfgang Tillmans, also joins a small but important collection of art related to astronomy, which we plan to expand.





Conserving, storing and reviving our collections



The Conservation and Preservation Department continues its painstaking work caring for the collections – extending the life expectancy of our items, while also ensuring that they can be accessed and enjoyed. In 2014–15 the team assessed 2658 objects for conservation and treated 1380. Some of the key priorities were:

Samuel Pepys portrait frame

The 17th-century carved frame supporting the portrait of 'Samuel Pepys' by Godfrey Kneller (1689) is the same as that of 'Samuel Pepys' by John Hayls (1666), belonging to the National Portrait Gallery.

The main difference is the extent to which our frame, which originally had a silvered finish, has been restored and in the process lost its sharpness. Frame conservator Yukiko Yoshii embarked on a lengthy conservation process, applying silver leaf to return the frame to its original appearance. It will feature prominently in the forthcoming Pepys exhibition.

Pre-1600 nautical charts

The Museum has one of the best collections of pre-1600 nautical charts, many of which are hand-coloured using copper-green pigment. This pigment is highly unstable and we have embarked on a conservation project to stabilise the charts so that they can be displayed in the new Endeavour galleries (see p.16).

Innovative storage solutions

Much of the team's work involves making bespoke storage containers for vulnerable objects, to protect the items and allow them to be safely lifted in and out of the boxes during future handling. We have some extremely fragile three-dimensional paper objects that required this type of storage solution – in particular an intricate high-relief paper sculpture by Augustine Walker of a Royal Navy 64-gun warship under sail.

Cutty Sark conservation

The *Cutty Sark* ship-keepers had a busy year caring for the magnificent tea clipper. Conservation highlights included the re-painting of the ship and repairs to the 'monkey 'fo'c's'le' (the forecastle on the main deck). The re-installation of the mast lighting was another accomplishment: *Cutty Sark* can now be seen at night by Greenwich visitors and river traffic, reasserting her standing as one of the World Heritage Site's most impressive spectacles.



Managing the collections Planning, installing, touring and lending



The Collections Management team had a busy year in 2014–15, with complex behind-the-scenes planning of our major exhibitions.

The *Turner and the Sea* exhibition, which ran until late April 2014, showcased 121 artworks in collaboration with 26 lenders from the UK, US, France and Portugal. After a successful run at Greenwich, it was transferred to the Peabody Essex Museum in Salem, Massachusetts, USA (31 May to 1 September 2014).

The transfer required insurance of more than £300,000,000 on three separate policies, the construction of 59 fine-art crates, shipping on 16 trucks, two cargo flights and one conventional flight. Our *Ships Clocks and Stars* exhibition featured 74 objects from 26 lenders (as well as 122 objects from our collections). The installation took place in June and July 2014, and Collections Management worked with colleagues in Exhibitions and Conservation to plan and schedule the work. After closing at the Museum, *Ships Clocks and Stars* commenced its international tour to Washington DC's Folger Shakespeare Library.

Accreditation Scheme

The Accreditation Scheme sets nationally agreed standards for museums in the UK. It enables museums to assess their current performance at managing collections, while accredited status demonstrates that the museum has met a national standard, thereby strengthening applications for public and private funding. Collections Management coordinated the application for the Museum, and it happily achieved Full Accreditation in June 2014.

Loans

An active loans programme ensures that items from the National Maritime Museum collection can be seen in both the UK and abroad, through displays, exhibitions and outreach programmes in external institutions.

A total of 637 items were lent to 62 venues in this country in 2014–15, and a further 112 objects were lent to 17 international institutions, including the Museum of Fine Arts in Budapest; Musée de Confluences in Lyon; Museo Naval de Madrid; Staatliche Kunstsammlungen in Dresden; and the Anchorage Museum in Alaska.

Our most high-profile requested loan of the year was a 1:48-scale Navy Board model of a 40-gun, two-decker ship of the line (*c*. 1685). The model – which at this scale has a gun-deck length of 123 feet by 34 feet in the beam, and a tonnage of approximately 560 burden – was despatched on long-term loan to Belfast's Ulster Museum.





Caird Library and Archive Our state-of-the art research facility

'We decided to go to the Caird Library and do some family history research. The staff there are particularly patient and helpful, allowing us to look at and photograph log books written by family members in the mid 1700s – a very special experience.'

Caird Library and Archive visitor August 2014 The Caird Library and Archive houses the world's most extensive maritime archive and has become a pivotal part of the Museum's offer, providing a unique resource for researchers and those undertaking family-history research from around the globe.

Its state-of-the-art home in the Sammy Ofer Wing welcomed 3864 users throughout the year (and a further 9829 attended events linked to the library) – and the Library team contribute greatly to the interpretation of Royal Museums Greenwich collections and the outreach activities that bring the archive's work alive.

Design work and the installation of information points in the area outside the Library were finished in 2014; the stairwell, landing and link-landing from the galleries now feature information on the Library and its collections. All this complements the 'Caird case' on the landing, which features original items from the Library collection.

The Longitude season

To coincide with the Longitude exhibition, the Archive and Library supported a Heritage Lottery Fund project in 2014 led by Crayford Community Archive and involving local Crayford schools. The project's aim was to raise awareness of local resident Sir Cloudesley Shovell, and his part in the Longitude story. (Shovell's flagship, the Association, was among four vessels wrecked off the Isles of Scilly in 1707 a disaster that arguably led to the formation of the Board of Longitude.) Schoolchildren and Crayford Community Archive members visited the Museum on several occasions, and also made two films: one about longitude, with actors playing Shovell's wife and clockmaker John Harrison, and the other an animated film about the life of Sir Cloudesley. The project concluded with the première of the films in the Museum's lecture theatre in October 2014, attended by the Mayor of Bexley.





Section four

Connecting with our audiences

The activities of Royal Museums Greenwich, and the expertise of our staff, extend well beyond the geographical boundaries of our physical home at Greenwich. We are now more able than ever before to share our collections and knowledge with audiences around the country and the world, through touring exhibitions, international partnerships, research fellowships and collaborations, marketing and media engagement, and our digital channels.

We have hugely expanded our formal and informal learning resources over the past few years, reaching out to schools, young people and new adult audiences through imaginative events and successful educational programmes.

Digital outreach and marketing

Reaching new audiences



Our striking marketing campaigns of 2014-15 were highly successful in attracting visitors. Both *Turner and the Sea* and *Ships, Clocks and Stars* far exceeded their visitor targets (by +91% and +27% respectively), with 83% saying they were driven by marketing for *Ships, Clocks and Stars*. Marketing of Special Exhibitions drew large numbers of first-time visitors to the Museum; an average of 50% had never been before and 80% were coming specifically for the exhibitions. An additional Planetarium campaign helped to deliver record visitor numbers, with industry acclaim reflected in our 'Best Marketing Campaign' nomination at the 2014 Museums & Heritage Awards.

Website and social media

Our website, monthly e-newsletter and social media channels reach a large global audience, encouraging audiences to visit us, buy from us, support our work and engage with our topics and collections online.







Some 35% of our visitors look at rmg.co.uk before their visit. In 2014–15 the Royal Museums Greenwich websites attracted 4.7 million visits, up 6.5% on the previous year. Our Facebook and Twitter follower numbers also grew by 25% and 31% respectively. This year we have begun redevelopment of the RMG website, with a new site launching in autumn 2015.

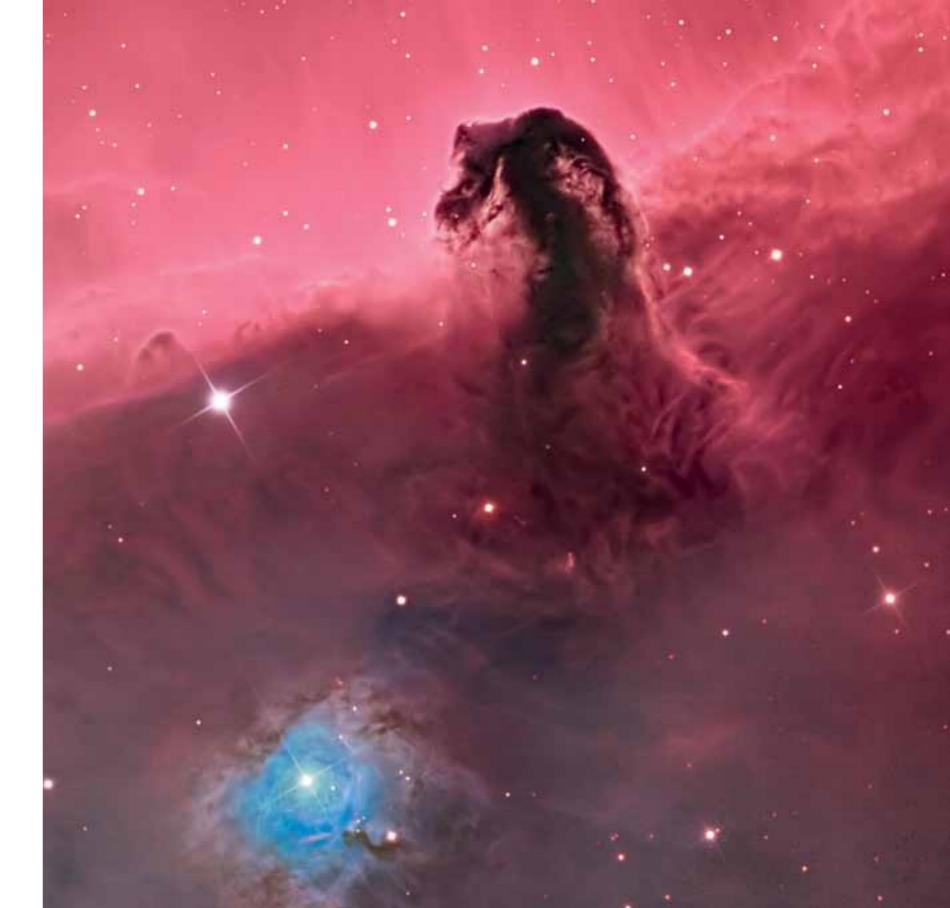
Our digital team also publishes highly shareable social media content – from a Trafalgar Day hour-by-hour 'tweet-a-thon' of Nelson's battle, to curator's digital participation for Museum Week. When surveyed, 23% of visitors to *Ships Clocks and Stars* said they were prompted to see the exhibition by our digital activity.

New audience insights

2014–15 saw the first full year of a significantly enhanced research package to support our corporate plan goal to 'Put Audiences First'. This included three core strands: on-site visitor research, benchmarking against the 70 other leading visitor attractions, and a segmentation of our audiences to understand how we might better meet the needs of different groups. This work has begun to effectively inform strategy across the organisation.



Horsehead Nebula (IC 434) by Bill Snyder, USA Astronomy Photographer of the Year 2014



Schools and formal learning Workshops and courses for all ages



National Maritime Museum and the Queen's House

Schools and formal learning

The National Maritime Museum and Queen's House welcomed 101,062 learners to our schools programmes in 2014–15, and a further 146,406 self-facilitated school visits. From pirates and polar explorers for our younger groups, to exploring complex themes such as Transatlantic slavery and the British Empire, our varied programme offers enrichment for school pupils of all ages.

In addition to the on-site programme of workshops, shows, drama sessions and gallery tours, the team have developed a series of innovative digital classroom resources drawing on the Museum's extensive collections to support skills development in literacy, history and art.

The team also offers continuing professional development (CPD) for teachers using the National Maritime Museum as a unique resource, with figures continuing to grow.

In September 2014, we hosted the annual welcome for Newly Qualified Teachers in Greenwich, when 200 new teachers enjoyed an introduction to the World Heritage Site and school services of Royal Museums Greenwich in the Queen's House. And on 5 December the Museum hosted the Sandford Awards for Heritage Education, attended by all the institutions accredited in 2014. Accreditation demonstrates excellence in the delivery of the curriculum and meeting the needs of schools in a cultural and heritage setting.

Stories from the Sea

The Museum has successfully completed the third year of the Arts Council-funded 'Museums and Schools' programme, a scheme to increase the number of visits by schools to museums. Our collaborative project with the Time and Tide Museum in Great Yarmouth – an area of traditionally low cultural engagement – continues to be successful.

A Journey into the Uncharted

Against Captain's Orders was attended by nearly 8000 schoolchildren. Created to develop skills in independent enquiry by children in KS1 and KS2, the show was supported by creative sessions that made use of the Museum's collection, and CPD sessions to show teachers how immersive teaching can improve history and literacy skills.

Financial support was given by the Aldgate and Allhallows Foundation to ensure free entry for schoolchildren from Tower Hamlets.



Science learning at the Royal Observatory

Schools

The Royal Observatory had a record year for school visits, with more than 31,841 pupils aged 4–18 (as well as 5170 teachers) taking part in the Observatory schools programme – an increase of 7% on the previous year. The programme continues to provide a world-class curriculum-linked science offer for pupils of all ages. It receives outstanding feedback from teachers and pupils alike. The free after-hours Think Space lectures for secondary school pupils, delivered by visiting scientists, have also been highly successful, while a new fee-based actor/interpreter-led telescope session for primary schools in the Great Equatorial Building has proved popular.

Our continuing professional development (CPD) figures have also continued to grow, with 303 teachers taking part in on-site CPD and ITT (initial teacher

training) sessions over the year. The teacher forum – which informs on-site sessions and classroom and digital resources – has grown substantially, too, and now has over 260 members, up 43% from last year.

Considerable progress has also been made in our digital offer for schools. We have seen a 30% increase in web-page views for classroom resources, and a huge 301% increase in downloads.

Reaching out through space

Our programme of adult astronomy courses goes from strength-to-strength. The programme ranges from six-week beginners' introductions to two-year foundation courses, with subjects including space travel, practical astronomy, digital astrophotography, the science of aliens, solar physics and planetary geology. Courses continue to sell out, with more than 100 students on site every Tuesday evening.

Our observing programme with the 28-inch telescope, has also continued to be a sell-out, with excellent feedback whether skies are clear or cloudy. Our 'Valentine's Evening with the Stars' was booked to capacity in 2014.

New programmes for Scouts and Guides are also proving successful, and continue to grow, while our free after-hours Think Space lectures for secondary school pupils, delivered by visiting scientists, have now been opened to paying members of the public. Meanwhile, our Public Astronomer delivered astronomy talks and lectures to over 4000 adults and children at venues across the UK (including the Channel Islands) in 2014.



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RMG Annual Review Connecting with our audiences RMG Annual Review Connecting with our audiences



Learning on board Cutty Sark

The formal and informal learning programmes on *Cutty Sark* are now a fully established aspect of the ship's remit. More than 5400 schoolchildren participated in the schools' programme this year, and the *Cutty Sark* was awarded a Sandford Award for Excellence in Heritage Education in July 2014. The award covers all aspects of a visit – from website access to online and telephone bookings, through to the delivery of sessions on board the ship and the quality of learning. Since then the ship has introduced new school sessions, including 'Captain's Challenge', led by our actor Captain Woodget.



Research

Scholarship and academic resources

The world-class collections at Royal Museums Greenwich inspire extensive academic research and national and international research conferences. This scholarship promotes a better understanding of Britain's maritime past, enhances the knowledge and resources of our curatorial team and contributes to a wider understanding of the objects in our care. As well as the collections themselves, the Caird Library and Archive (see p.46) holds an extensive range of resources for finding out more about maritime history.

Conferences and publications

In 2014–15 the Museum hosted conferences with the Society for the History of Astronomy, New Researchers in Maritime History, the Society for Nautical Research and the Antiquarian Horological Society.



Three British Maritime History Seminars were also held at the Institute of Historical Research.

Staff gave over 70 talks and research papers over the course of the year. Among the publications produced for academic and non-academic audiences, Richard Dunn's essay 'James Cook and the New Navigation' in *Arctic Ambitions: Captain Cook and the Northwest Passage* (James Barnett and David Nicandri, eds, Washington University Press) is particularly worthy of note, as is Margarette Lincoln's 'Woodes Rogers and the War against the Pirates in the Bahamas', in *Essays in Honor of Roy Ritchie* (California: Huntington Library Press). Both demonstrate the international reputation of our scholarship.

Research fellowships

The Museum grants a number of research fellowships each year to maritime historians and scholars from other disciplines who are interested in exploring the cultural, social and political aspects of maritime history. Research undertaken by our fellowship scholars in 2014 included subjects as varied as 18th-century table globes produced by John Senex and Benjamin Martin, and the use of zig-zag clocks in merchant convoys during the First World War. We also facilitate AHRC collaborative doctoral studentships, and now have 11 doctoral students in residence.

History of the Board of Longitude project

The AHRC-funded History of the Board of Longitude project was completed in summer 2015. It had an impressive range of outputs in 2014–15, including three temporary exhibitions, publications and learning programmes.

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Events and programming

Community-focused festivals and talks



Connecting with our audiences

'We visited the Cutty Sark in February half-term with our two grandchildren. We would like to say that there was much to see and do and the whole experience was very rewarding.'

Children's workshop participants

Community events and public programming play an important role in the mission of all four sites at Royal Museums Greenwich, inspiring audiences of all ages, interests and backgrounds to engage with our themes and collections. Highlights this year included:

Special-exhibition events

The start of the *Ships, Clocks and Stars* season began with a hugely successful 'Late' in July: 'Dark and Stormy' was the first Late evening with charged entry, and 600 advance tickets were sold through a promotional partnership with *Time Out*.

A series of 'Behind the Scenes' talks also took place in connection with the exhibition over several months, alongside other lectures and events; these were attended by more than 6000 adults.

October 2014 saw a week of free family-friendly activities in connection with the Museum's *Guiding Lights: 500 Years of Trinity House* exhibition. Topics covered included 'goods transported by sea' and 'survival at sea'.

To celebrate Rozanne Hawksley's *War and Memory* installation and commemorate the centenary of the start of the First World War, our popular Maritime Lecture Series has been focusing on the Great War. Several First World War films have also been screened.

International Slavery Remembrance Day

Saturday 23 August was International Slavery Remembrance Day. Royal Museums Greenwich have one of the longest-standing dedications to this day of all UK museums, and this was the 15th year it has been marked by us. The day was very well received with over 120 participants staying for the free collections-based events throughout the day until the annual riverside ceremony at the Thames.

Calendar-based events

Diwali festivities celebrated the Festival of Lights and British Asian heritage in vibrant style at the Museum in November, inspired by the 'Traders' gallery collections. This annual event was again highly successful, attracting a diverse audience.

February is always a busy month for events at the Museum: 'Love in the Archives' took place again for Valentine's Day, followed by the annual Chinese New Year celebrations, with workshops, performances and a traditional lion dance.

Halloween-based events are also now a fixture at the Museum, and this year saw the launch of our 'Death in the Archives' event at the Queen's House, in collaboration with the Caird Library. Aimed specifically at adults, the sell-out event ran alongside the *Art and Science of Exploration*, 1768–80 exhibition and presented stories of death, disease, madness and cannibalism found in our art and archive collections.





Family programme

Family events for all ages continue to grow at the Museum and *Cutty Sark*, with themed activities, craft workshops and actor-performances running every school holiday, and weekly sessions exploring the collections and bringing *Cutty Sark* to life. The popular, cross-site 'Pirate Party' continues to take place in May, while Great Map-based games are often arranged for school holidays in the Museum. Record numbers now attend the holiday programmes, with 88,707 engaged in family learning across 2014–15 at the Museum.

Royal Observatory events

Inspiring the public with astronomy and science, a wide programme of events at the Observatory incorporates film screenings, lectures, family workshops and hands-on science sessions. Our evening programmes performed at close to capacity in 2014–15, attracting a total of 96,000 participants. The telescope observing programme, 'An Evening with the Stars', remains heavily subscribed, with regular sessions conducted by astronomers as well as special themed events for Christmas and Valentine's Day.

Caird Library and Archive events

The Caird Library and Archive team have established a regular events programme to bring the vast wealth of the archive's material to life and encourage interest in family history research. The sessions cover a whole range of subjects from Nelson's Women to Charting Africa, Pirates and Piracy, and Understanding Handwriting, as well as the popular 'Love in the Archives' evening for Valentine's Day and now 'Death in the Archives' for Halloween.

Tall Ships Festival

The Royal Borough of Greenwich hosted the Tall Ships Festival in September 2014, and *Cutty Sark* played a key role, offering a programme of events and entry discounts. It generated 7878 visitors across the five-day period, almost double the figures for the same period in 2013 (3970).

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Digital interaction

Exciting displays and interactives



Digital design and media play a crucial role in bringing our collections to life, providing engaging interactives and innovative visual displays across our galleries, exhibitions and public spaces.

The interface for our RE-THINK interactive – which launched in spring 2014 as a space for conversation, learning and participation – was modified and streamlined this year to focus more on collections access. And a new synchronised audio-visual for Turner's 'Battle of Trafalgar' exhibition has helped to bring the famous Turner painting to life for visitors.

AHOY! gallery

New children's gallery AHOY! (see p.26) is proving to be very popular. It successfully combines digital interactivity with analogue interfaces, making it suitable for a very young audience.

The Great Map

Our multi-sensory Great Map continues to engage families and school visitors. A new interactive game, 'The Great Explorer', was added to the space this year, which allows participants to set sail across the map and explore a virtual world through the use of tablet devices. The game has been extremely popular, with total users increasing tenfold over the past few months.

Digital innovation at Cutty Sark

Our new interactive game for *Cutty Sark*, 'Captain Woodget's Apprentice' uses augmented reality to bring the ship to life, requiring players to carry out tasks such as setting the sails, steering the ship and collecting eggs from the ship's chickens.

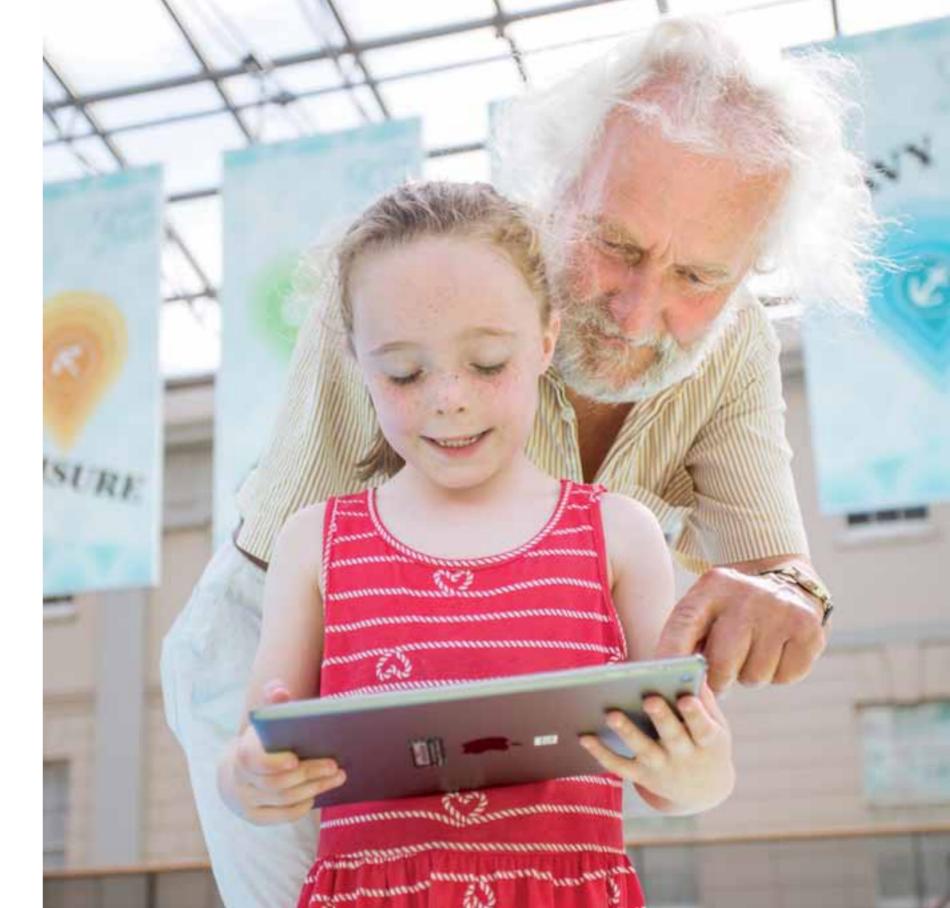
Interactives for temporary exhibitions

Highlights of the numerous digital interactives and audio-visuals created for our temporary exhibitions and galleries include:

- > An interactive for the Royal Observatory's Astronomy Photographer of the Year 2014 competition, to present shortlisted entries.
- > A 12-metre-wide immersive seascape projection for the Museum's Ships Clocks and Stars exhibition, which made heavy use of digital media and audio-visuals.
- New animated digital labels for the Forgotten Fighters four-year First World War gallery – a 'first' for Royal Museums Greenwich.
- > An interactive for the *Guiding Lights*: 500 *Years* of *Trinity House* micro-exhibition, which gathered together the public's own photographs via a link to Flickr.

With the growing number of digital interactives at Royal Museums Greenwich, we have been gathering usage data that will help to ensure their effectiveness.









Opposite
'Wind Farm Star Trails' by Matt James
Astronomy Photographer of the Year 2014

Royal Museums Greenwich enjoy a strong media profile with wide-ranging print and broadcast coverage. Our experts are consulted and interviewed by a range of UK and international media, and our exhibitions, galleries and events attract regular reviews and articles. Highlights of 2014–15 included:

Ships, Clocks and Stars: the Quest for Longitude *Ships, Clocks and Stars* exceeded expectations, with coverage appearing in a wide variety of media outlets, from national newspapers and radio stations to history and science publications. Our partnership with Nesta's 2014 Longitude Prize proved extremely beneficial in this regard, with several articles on the prize also mentioning the exhibition.

The exhibition's print coverage included a double-page spread in *The Times*, and inclusion in the *Daily Mail*'s "The Vulture: Critics' Pick', *Metro*'s 'Your London to-do list' and *Time Out*'s 'The Perfect Weekend'. Broadcast coverage included ITV *London News*, *The One Show*, BBC Radio 4's *Front Row*, Channel 4's *Daily Brunch* and BBC *Horizon*'s 50th anniversary programme.

Astronomy Photographer of the Year 2014

The Museum's annual Astronomy Photographer of the Year competition received excellent coverage again this year. More than 200 UK and international media pieces were published, both in print and online. The competition and exhibition featured across national press and generated six broadcast appearances – two of which were on Channel 4's *Sunday Brunch*. The BBC website also produced a winning-images slideshow for the fifth year running; and online galleries appeared on *Telegraph Online*, *Independent Online* and *Buzzfeed*.

The Art and Science of Exploration, 1768-1780

The Art and Science of Exploration, 1768–1780 received coverage in several national newspapers, including The Financial Times and The Sunday Telegraph Seven Magazine. It was featured by Rachel Campbell-Johnston at The Times in 'What critics would pay to see', and was 'critic's choice' in The Daily Telegraph, The Times and Time Out. The exhibition was also reviewed on BBC Radio 4's Saturday Review programme, as well as in art publications Apollo Magazine and the Royal Academy Magazine.

The Solar Eclipse

On 20 March 2015, a rare near-total eclipse occurred, viewable from British soil. Our Astronomy team gave a total of 83 interviews in print, online and broadcast to celebrate and explain the event, including for *The Guardian*, *The Evening Standard*, *The Daily Telegraph*, *Mail Online*, *The One Show*, *Sky News* and *ITV London*.

America's Cup Launch

On 10 June 2014, at the Queen's House, Sir Ben Ainslie and HRH the Duchess of Cambridge launched Britain's new bid to win the America's Cup. The event was attended by both national and international media.

HMS Erebus

In September 2014, the Canadian Government announced that they had found one of Rear-Admiral Sir John Franklin's 19th-century ships. Our experts were used by national media as spokespeople on the subject, with coverage appearing on ITV News as well as in *The Daily Telegraph*, *The Daily Express* and *Metro*.

Volunteer Programme *An invaluable support*



'The skills and experience
I have gained have helped
me in securing employment.
And as a history-lover,
volunteering in a 400-yearold building was a fantastic
and very memorable
experience.'

Royal Museums Greenwich volunteer

Abov

Officers of the *Borodino* in 1919, the image used on 'Crew Lists Project' volunteer certificates We have a strong commitment to offering interesting opportunities for voluntary work. Our wellestablished Volunteer Programme now engages around 300 people, who actively give their time, enthusiasm and skills. Volunteers provide help across many Museum departments, from assisting at family events to identifying transparencies for the photographic archive. Our volunteers contributed an invaluable 39,100 hours to Royal Museums Greenwich in 2014–15.

The 1915 Crew Lists Project

We have been collaborating with The National Archives to transcribe and digitise all of the 39,000 surviving Merchant Navy crew lists from 1915. This project is now complete, and has been a great success. Over the course of the project some 400 Royal Museums Greenwich volunteers gave 24,800 hours to transcribing the names and other details on the crew lists and then checking the results. Family historians and others can now research Merchant Navy crews from 1915 at a level of detail not previously possible.

London Volunteers in Museums Awards

We were delighted that one of our *Cutty Sark* volunteers was 'Highly Commended' in the Going the Extra Mile category at the London Volunteers in Museums Awards in 2014. Graeme Tipp is an 'Explainer' on the ship and also helps with ship-keeping tasks. In addition, the 14-strong *Cutty Sark* Learning Volunteers team were 'Highly Commended' in the Best Team category. Two volunteers, their coordinators and the volunteer manager represented the Museum at the presentation ceremony hosted by the Jewish Museum.

It is exciting to see the Volunteer Programme gain such recognition since its modest beginnings six years ago. The programme continues to be an integral part of Royal Museums Greenwich, and is of huge value to both the volunteers and the staff teams they support.



Section five

Making it happen

The generosity of our donors, sponsors, Patrons and Members – as well as the innovative work of our commercial enterprises – made the development and success of this year's exhibitions, projects and programmes possible. We are extremely grateful for their continued support and loyalty.

Development and fundraising

Our donors, sponsors and Patrons

'I am proud to be a Patron at Royal Museums Greenwich. It offers a perfect blend of culture and tradition and is an altogether fun experience!'

Associate Patron

The support of our donors, sponsors, Patrons and Members has never been more important to Royal Museums Greenwich. The opening of the Eyal Ofer Gallery, along with the Queen's House exhibition *The Art and Science of Exploration*, marked the conclusion of our successful efforts to save and display two paintings by George Stubbs. This campaign was generously supported by the Eyal Ofer Family Foundation and the Heritage Lottery Fund, among others.

Ships, Clocks and Stars

United Technologies Corporation's sponsorship of *Ships*, *Clocks and Stars* was crucial in providing the resources to fulfil our vision for this spectacular exhibition. The ingenuity, passion and rigorous testing and development of new technologies at the heart of the longitude story had compelling resonance with UTC's own business and history of innovation. UTC's sponsorship has also enabled an international tour of the exhibition.

AHOY! children's gallery

Staying closer to home, the new AHOY! children's gallery, which opened in March 2015, could not have been created without generous leadership gifts from the Stavros Niarchos Foundation and the Peter Harrison Foundation. This gallery helps our youngest visitors explore why the sea is important. We were, therefore, delighted that many individuals and organisations involved with contemporary shipping supported the gallery, including the Stavros Niarchos Foundation, the Baltic Exchange and the Sir John Fisher Foundation. The support of the Thames regional steering group of the Viridor Credits Environmental Company demonstrates the considerable benefit to local families and schools the gallery will bring.



New supporters

We were thrilled to welcome new supporters during the year who are helping us to enhance and develop some of our established programmes and activities. Insight Investment is now the title sponsor of *Insight Astronomy Photographer of the Year*, and the 2015 competition and exhibition promises to be the biggest yet. The Clothworkers' Foundation is supporting a new internship in ship-model conservation, recognising both our national expertise in this complex discipline and the need to invest in the future of preserving these remarkable objects. The continued support of Lloyd's Register Foundation enables the ongoing growth of science education at the Royal Observatory.

The excellence of our learning, conservation and exhibition programmes continues to inspire our Patrons, whose loyal and ongoing support for Royal Museums Greenwich is a key part of our fundraising. We were pleased to welcome new members during the year and to enrich the Patrons' experience by leading our first annual international study tour, exploring the maritime heritage of Boston and New England.



Membership

Making it happen

A mutually beneficial relationship

'Our membership means we visit the RMG sites far more frequently and are more inclined to investigate lesser-known corners of the National Maritime Museum, as there is less pressure to do everything in one visit.'

RMG Member

Royal Museums Greenwich Members enjoy an exciting, ever-developing offer, including free entry to special exhibitions, the Royal Observatory and *Cutty Sark*; discounts in Royal Museums Greenwich shops, cafés and restaurants; discounts on lectures and courses; and invitations to exclusive events and previews.

Total Membership numbers reached a peak in the aftermath of the hugely successful *Turner and the Sea* exhibition, hitting 5600. Promotions over Easter 2014 also led to our most successful weekend of sales ever, while a new Christmas 2014 gift campaign involving 'off-the-shelf' Memberships – promoted by Amazon Local – led to record-breaking Membership sign-ups over the winter months.

Our Family Membership has, in line with the previous year, been the fastest-growing Membership category.

We were therefore delighted to be able to offer Family Members something special in 2014–15 through our exclusive preview of the new AHOY! children's gallery in March. We look forward to providing a wider range of activities and events for this audience as it continues to grow.

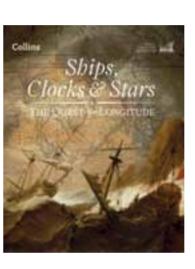
Extra value for Members was also available for many of our special events in 2014–15, through the introduction of a Members' priority booking scheme. Events and exhibitions that featured in this offer included the Cutty Sark Studio Theatre and children's sleepovers, 'Love in the Archives', and *Against Captain's Orders*.

We are very grateful for the support that Royal Museums Greenwich as a whole receives through the Membership programme.



Retail and commercial enterprises

High-profile events and merchandise





2014–15 was a successful year for retail and commercial enterprises. Retail sales generated over £2 million and were especially strong in the Meridian shop. The Special Exhibitions Gallery shop continues to excel in its offering, with the *Ships, Clocks and Stars* exhibition shop exceeding its forecast; the exhibition catalogue formed 20% of the sales.

Our first joint entry ticket, connecting the Museum and the Royal Observatory for the Longitude season exhibitions, was highly successful. Following a strategic review of the Royal Observatory entry ticket, a free audio guide was also introduced in March 2015.

New book titles and commercial images

The Publishing team released five new titles to support the 2014–15 exhibition programme and the publishing strategy: Cutty Sark: The Last of the Tea Clippers (Conway); Ships, Clocks and Stars: the Quest for Longitude (HarperCollins); British Pirates and Society, 1680–1730 (Ashgate); Maskelyne: Astronomer Royal (Robert Hale); and Astronomy Photographer of the Year, Collection 3 (HarperCollins). Astronomy Photographer of the Year was also expanded commercially, with a two-year contract signed for a licensed calendar.

The Photographic Studio also created more than 9,000 images for exhibition and editorial content, and the Picture Library continued to successfully license images for commercial and academic use.

Events and filming

Our Events & Filming team oversaw several highprofile events and shoots this year, including the launch of Sir Ben Ainslie's challenge as British contender for the 2017 America's Cup, and the return to the Museum of the Sun Military Awards, attended by TRH the Prince of Wales and the Duchess of Cornwall and the Prime Minister. Flamsteed House and the Queen's House were used for the filming of Now You See Me: The Second Act, featuring Morgan Freeman and Sir Michael Caine, due for release in June 2016. The launch reception for the seventh Greenwich and Docklands International Festival, meanwhile, took place at Cutty Sark in June, while the summer's five-day Tall Ships Festival generated activity across all sites.

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Finance Funding the Museum

In 2014–15, the National Maritime Museum's primary source of funding was Grant-in-Aid from the Department for Culture, Media and Sport. In recent years this has reduced across the sector and is expected to fall further in coming years.

The Museum has been able to meet this challenge through generous donations and sponsorship, admissions and by growing its trading activity. Our temporary exhibition programme performed strongly during the year.

This year the Museum spent £510k on acquisitions and received donated objects to the national collection amounting to £625k.

The full Annual Report and accounts are available on the Museum's website: rmg.co.uk

Income	$\pounds M$
Grant-in-Aid	16.6
Donations	2.5
Admissions and Membership	3.3
Income from Trading Activities	2.0
Other	4.1

Expenditure	$\pounds M$
Fixed Assets	2.1
Acquisitions for the Collection	0.5
Estates	3.6
Collections Care & Management	1.9
Commercial & Fundraising	2.5
Visitor Services	2.0
Research & Archive	1.8
Communications & Marketing	1.2
Education	1.3
Exhibition & Digital Programmes	3.1
Cost of Trading Activities	1.2
Support Services	6.5



Supporters of Royal Museums Greenwich, 2014-15

Making it happen

We are extremely grateful to those individuals and organisations who have made an exceptional contribution to our work in 2014-15:

Government

The Department for Culture Media and Sport The Heritage Lottery Fund

Major Supporters The Art Fund Arts Council England Barclays The Clothworkers' Foundation Dr Lee MacCormick Edwards and Michael Crane The Charles Dunstone Charitable Trust The Esmée Fairbairn Foundation Sir John Fisher Foundation The Fovle Foundation The descendants of Herbert Gibson Peter Harrison Foundation Peter Harrison Heritage Foundation The Hobson Charity Insight Investment The Leathersellers' Company Charitable Fund Stavros Niarchos Foundation A.G. Leventis Foundation

Lloyd's Register Foundation The Eyal Ofer Family Foundation The Monument Trust The Royal Museums Greenwich Foundation Clive Richards, OBE DL and Sylvia Richards The Sackler Foundation Mrs Coral Samuel, CBE

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AHOY!

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Guiding Lights: 500 Years of Trinity House and Safety at Sea

The Corporation of Trinity House

Ships, Clocks and Stars: the Quest for Longitude

United Technologies Corporation

Against Captain's Orders

Arts Council England Aldgate and Allhallows Foundation

Trusts and Foundations

The Clothworkers' Foundation Joseph Strong Frazer Trust and other supporters who wish to remain anonymous

Donor Organisations

The American Friends of Royal Museums Greenwich Association of Science Discovery Centres Flamsteed Astronomy Society Greenwich Hospital Members of Royal Museums Greenwich The Nelson Society Society for Nautical Research/MacPherson Fund The British Sundial Society

Bequests

John Derek Hewison David Rose

American Friends of **Royal Museums Greenwich**

Carl G. Berry C. Richard and Deborah Carlson Gary and Beth Glynn Howard and Patricia B. Lester Dr Lee MacCormick Edwards and Michael Crane Robert H. Moore II Jason M. Pilalas James B. Sherwood David M. Wells C. Lawson Willard

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Life Patrons Michael T.R. Brown

Rear Admiral Sir Jeremy de Halpert, KCVO, CB D. Gregory B. Edwards Anthony Inder Rieden Alan R. W. Marsh R. K. Mehrotra Vaughan Pomerov and Ann Nussev Clive Richards, OBE DL Ian Ridpath Dick van Meurs and others who wish to remain anonymous.

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John Manser John W. R. Martin

Jane Mennie Alan Parker, CBE

Merrick Rayner Ms C. Shipley

Rear Admiral D.E. Snelson, CB FNI John and Madeleine Tucker

Dr Anthony Watson, CBE and others who wish to remain anonymous

Honorary Commodores

Royal Museums Greenwich would like to pay tribute to the Honorary Commodores for their outstanding support and commitment: John Anderson, OBE Sir David Attenborough, OM The late Victor Benjamin Richard Carlson Professor Martin Daunton, FBA William Edgerley Sir David Hardy Peter Harrison, CBE

Nigel Macdonald The late Zvi Meitar M Jur David Moorhouse, CBE The late Sammy Ofer, KBE Libby Purves, OBE Dr David Quarmby, CBE Lord Rees of Ludlow, OM, FRS Professor N.A.M. Rodger, FBA The late Dr Mortimer Sackler, KBE Dame Theresa Sackler, DBE Coral Samuel, CBE Peter Snow, CBE Dava Sobel Dr David Starkey, CBE, FSA Lord Sterling of Plaistow, GCVO, CBE The late Sir Arthur Weller, CBE The late Lord Wolfson of Marylebone The late Susan T. Zetkus

Corporate Loan Holders

Rathbone Brothers plc Simpson, Spence and Young

Donors to the Collection

Brian Ansell; Captain Daniel Shorland Ball; Emma Barrett; Muriel Kay Berry; Jean Crocker; James Devitt and Richard H. Devitt; James Furey; Rozanne Hawksley; Alan R. Irons; Gene M. Johnson; Roger Knight; Michael Douglas Mills; Cass Moggridge; Navy Records Society; Susan Salway; Ann Scholes; Jenny Sanderson; Peter Stear; Lord Sterling of Plaistow; Harry Tristram; David Young

Bequests to the Collection

Julia Jean Draper

Royal Museums Greenwich, 2014–15

Making it happen

Patron

HRH The Duke of Edinburgh, KG, KT

The Board of Trustees of the National Maritime Museum

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Jeremy Penn

Admiral Sir Mark Stanhope, GCB, OBE, DL

Brief biographies of the Trustees are available from rmg.co.uk in the 'About Us' section.

The Executive

During 2014–15, members of the Executive were:

Dr Kevin Fewster, AM Director

Dr Margarette Lincoln Deputy Director

Andy Bodle

Director, Operations and Human Resources

Sandra Botterell (until 31 August 2014) Director, Commercial Richard Doughty (until 6 October 2014) Director, Cutty Sark

Anupam Ganguli

Director, Finance & IT

Mike Sarna

Director, Programming and Exhibitions

Kate Seeckts (from 18 February 2015)

Director, Development

Richard Wilkinson (from 2 March 2015) Director, Enterprises





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Forthcoming exhibitions and projects

Coming soon to Royal Museums Greenwich...



The book Samuel Pepys: Plague, Fire, Revolution

Charles II on the throne in his Coronation portrait by John Michael Wright; in the forthcoming Samuel Pepys exhibition

Opposite 'The Fire of London' September 1666, in the forthcoming Samuel Pepys exhibition



Samuel Pepys: Plague, Fire, Revolution 20 November 2015 to 28 March 2016

This major exhibition at the National Maritime Museum will delve into Stuart London's turbulent history, with diarist Samuel Pepys as your guide. The exhibition, sponsored by RSA Insurance Group, will feature 200 paintings and objects from museums, galleries and private collections across Britain and beyond.

Restoration of the Queen's House Reopening 4 July 2016

The Queen's House celebrates its 400th anniversary in 2016, and will be undergoing a major refurbishment from July 2015. This exciting project will celebrate the building's historical importance and its modern role as the prime fine-art venue of Royal Museums Greenwich.

Above and Beyond Summer 2016

High-tech interactive exhibits of the past, present and future of aerospace will be displayed at this touring educational exhibition, sponsored by Boeing. The show seeks to inspire 7–14-year-olds to explore opportunities in aerospace and engineering through the study of science, technology and mathematics.

