



Annual Review 2016-17

National Maritime Museum
Royal Observatory
Cutty Sark
The Queen's House

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Royal Museums Greenwich

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, *Cutty Sark* and the Queen's House.

National Maritime Museum

The National Maritime Museum is the world's largest maritime museum, filled with stories of global encounters, cultural exchange and human endurance. Visitors come here to explore Britain's epic relationship with the sea. The Museum's award-winning galleries and exciting exhibitions help connect Britain's seafaring past with our lives today.

Royal Observatory

One of the most important sites in the world, the Royal Observatory is the historic home of British astronomy, Greenwich Mean Time and the Prime Meridian. It was founded by Charles II in 1675 and now welcomes visitors around the globe to stand at the centre of world time.

The Peter Harrison Planetarium forms the centrepiece of the Royal Observatory's Astronomy Centre. The state-of-the-art space allows visitors to take awe-inspiring journeys through the wonders of space through sci-fi and educational film screenings, and live shows by our expert astronomers.

Cutty Sark

The world's sole surviving tea clipper is 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 wood planks and iron frames were recently meticulously conserved as part of a six-year restoration project. Since reopening in 2012 *Cutty Sark* has provided an

award-winning experience, with innovative exhibits and interactive displays that enable visitors to discover what life was like on board a historic sailing ship.

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. England's first truly classical building, the House features the elegant Tulip Stairs and the breathtaking Great Hall. It reopened in 2016 after extensive refurbishment and showcases our world-class collection, including works by Canaletto, Reynolds and Hogarth, and a new installation by the Turner Prize-winning artist Richard Wright.



Chairman's Foreword

At this point last year the Museum, in association with the Art Fund, was embarking on a £10-million fundraising campaign to purchase the celebrated Armada Portrait of Queen Elizabeth I, one of the most famous royal images in British history.

The Trustees and I are very pleased to report that, with great help from the Heritage Lottery Fund, the Art Fund and many individual and institutional supporters, we succeeded in doing so. For a public holding already rich in great works of art, this portrait has to be regarded as the most nationally significant that we have ever acquired. The Board and I profoundly thank all those who played a part in securing it for the national collection

at Greenwich, where Elizabeth herself was born and spent much time. It is currently undergoing conservation but will return to the Queen's House in October 2017 for the delight and inspiration of our many visitors.

This year we are very grateful for the generous support toward the new Exploration Wing galleries opening in September 2018 from major donors including the Heritage Lottery Fund, the Kristian Gerhard Jebsen Foundation, Mr Mark Pigott KBE KStJ, the Wolfson Foundation and the Foyle Foundation, among others.

Marking its 400th anniversary, the restoration of the Queen's House, and its complete redisplay with fine and decorative art, was another great achievement in the year. Thus refurbished, Britain's first truly classical building remains the undoubted centre of the park-and-palace landscape of the Maritime Greenwich World Heritage Site, which – including *Cutty Sark* and the old town centre – now receives some 17 million visitors a year. In April 2017 the Queen's House hosted the 20th-anniversary celebration of Maritime Greenwich receiving this UNESCO status with a glorious evening lighting of the main historic buildings.

▼ Royal opening of the National Maritime Museum by King George VI, 1937



The House was also used for the symbolic opening of the National Maritime Museum on 27 April 1937, by King George VI and Queen Elizabeth (the late Queen Mother). So on 27 April we marked our own 80th anniversary with a particularly enjoyable all-staff photograph taken alongside the House, with the Royal Observatory in view over our shoulders.

On a more human scale I believe one of the most important things we have accomplished this year was the opening of an innovative 'Pop-up Museum' in Lewisham Shopping Centre. This centred on our Heritage Lottery Fund 'Travellers' Tails' project (related to the acquisition of the Kangaroo and Dingo paintings by George Stubbs). The project exemplifies our commitment to outreach, our need to find out how audiences think we could improve, and our special relationship with our local stakeholders. We have learned a great deal from it.

The Board of Trustees comprises individuals who give their time entirely voluntarily and, as Chairman, I am always impressed with

and very thankful for the great expertise and commitment they bring to the Museum. In 2016 the Trusteeships of Sir Robert Crawford and Linda Hutchinson ended, and I would like to acknowledge here their great support over the last eight years. In September the Prime Minister appointed Dr Aminul Hoque to the Board. Aminul brings 25 years of voluntary and professional experience in the youth, community and voluntary sector, and is a recognised expert in young people and cultural identity – an area of great importance to the Museum's efforts to explore hidden histories.

A 400th, an 80th and a 20th anniversary make a celebratory way to view our efforts and achievements in the continuum of both preserving and being part of Britain's cultural history. The Trustees and I are very grateful to all those who recognise the importance of what we do and work with us constantly to build upon our past.

*Sir Charles Dunstone, CVO
Chairman of the Board of Trustees*

Director's Review

2016–17 has been a year of unprecedented effort on the entire Endeavour Project. This is now in its delivery phase and work across the Museum has been intense. The year started with the move of some 136 staff to their new open-plan offices. It has continued with the construction of the Prince Philip Maritime Collections Centre (now nearing completion) and planning the move of departments to this site; collection management work on storage and collection moves; base-build in the galleries and design of their content and fit-out; and work on our inspirational activity plan. The financial year finished with the completion of new entrance and retail facilities at the Royal Observatory.

In addition to all this exceptional work I would like to highlight other notable features of the period, aligned to the four Aims of our Corporate Plan:

1. Put visitors first

- Visitation to Royal Museums Greenwich of 2.45 million in the 2016 calendar year puts us in the national top ten of the Association of Leading Visitor Attractions.
- Our special exhibitions *Above and Beyond* and *Emma Hamilton: Seduction and Celebrity* were well received by their visitors and the critics – with *Emma Hamilton* gaining a five-star review from the *Guardian*.
- The Peter Harrison Planetarium had another record year of visitors to its wide range of shows and special events.

- Our four-year programme of activities centred around the First World War continued with the *Jutland 1916* exhibition, opened by the First Sea Lord.

2. Value our heritage

- The completion of major restoration of the Queen's House in its 400th anniversary year has been very well received. Historic England described the project as 'breathtaking in its scope, vision and execution' and visits are running at almost double the rate of when the House was open in 2015.
- We welcomed and were extremely grateful for the transfer, from the Ministry of Defence Art Collection into the Museum's collection, of 239 highly significant items.

3. Extend our reputation

- Our Members programme is going from strength to strength, with several record months of recruitment in 2016–17. It is particularly gratifying to see the strong take-up from families.
- Delegates from across the UK met at the Museum in November for the first-ever Maritime Archives Conference.
- I was delighted to be asked to speak at the Symposium for Future Strategies of the German Harbour Museum, Hamburg, and to address a conference in Amsterdam marking the 100th anniversary of the Nederlands Scheepvaartmuseum.

4. Strengthen our organisation

- Following consultation, a new brand strategy and visual identity for the Museum was devised and will be rolled out in the next financial year.
- This year we changed the approach to our food and drink offer, choosing a single caterer, Benugo, to operate across all four of our sites. We also relocated the main shop into the Sammy Ofer Wing foyer and created a new books and retail offer at the Stanhope Entrance. I am pleased that these examples highlight our constant efforts both to please visitors with our services and to boost our self-earned income.



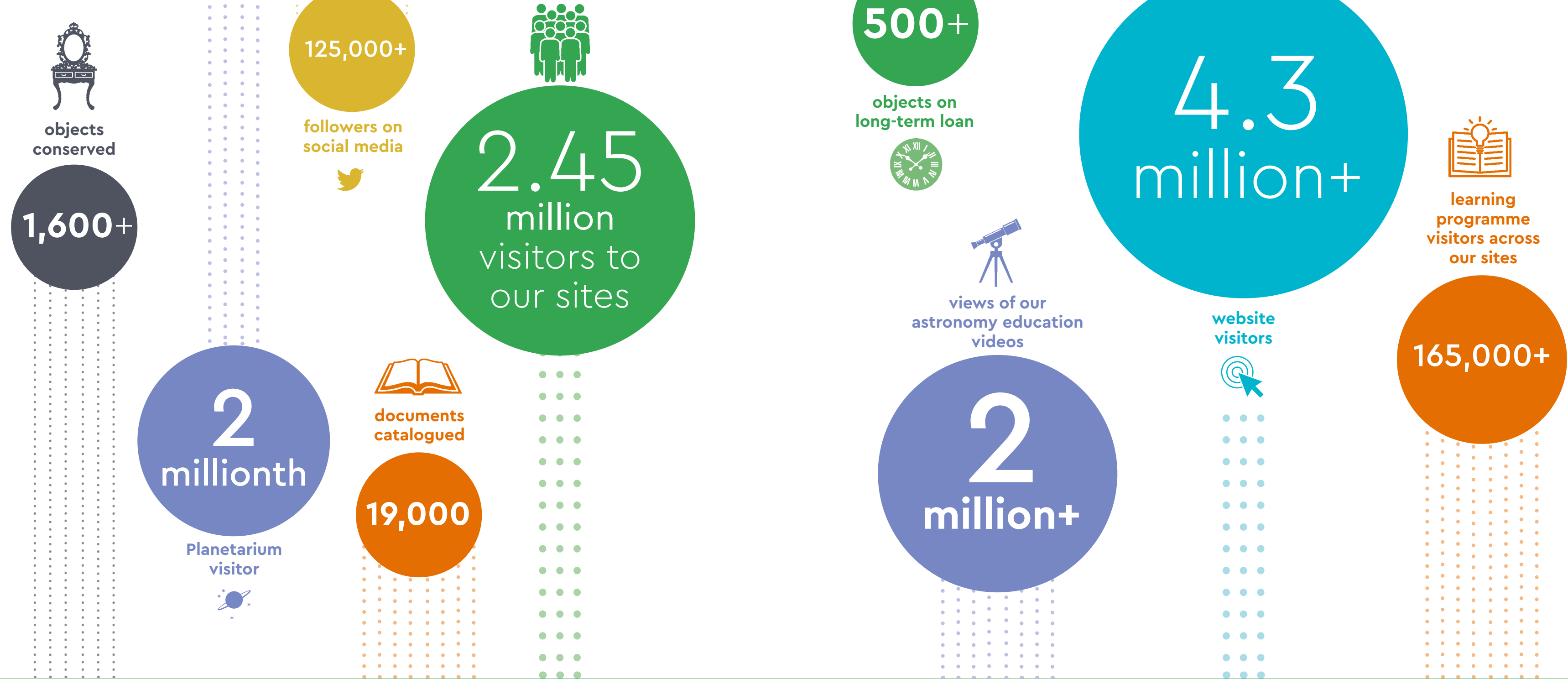
- Volunteering is key to our success: 2016–17 has seen 102 additional e-volunteers recruited to our Dreadnought Seamen's Hospital project, and we have also recruited 25 new conservation volunteers to innovative roles demonstrating conservation in action to the public.

This broad span of work and achievements, and in such a demanding and busy year for Royal Museums Greenwich, is the result of very hard work by all my colleagues and our many volunteers, supporters, Patrons and Members. Please accept my gratitude for all your commitment and enthusiasm.

Dr Kevin Fewster, AM, Director

▲ Dr Kevin Fewster,
Director of Royal Museums
Greenwich

Our Year in Numbers





National Maritime Museum

The world's largest maritime museum telling stories of Britain's epic relationship with the sea – global encounters, cultural exchange and human endurance.

National Maritime Museum

Brand site personality: Drama and challenge

With extraordinary narratives of maritime exploration, spectacular objects on display and engaging special exhibitions, the National Maritime Museum offers activities and adventure for all the family.



Exploration Wing galleries

Plans for the new wing at the National Maritime Museum, created as part of the Endeavour Project, are progressing well. In the past year we have received second-stage funding from the Heritage Lottery Fund, as well as significant donations from individuals and foundations, allowing us to develop the designs for the new spaces.

The project has inspired new ways of working, and a strong emphasis on collaboration and co-curation has shed new light on the stories we can tell. Curators of the 'Tudor and Stuart Seafarers' gallery are working with the Mashpee Wampanoag community in Plymouth, Massachusetts, to create a video for the gallery that will reflect the controversial history of 'encounter' between English seafarers and Indigenous Americans.

For the 'Pacific Encounters' gallery, a group of Maori artists are being commissioned to develop a contemporary artwork for the gallery, giving visitors their perspective on living with the legacies of historic encounters in the Pacific today.

In March 2017 we were awarded a grant from the Arts Council to support a residency for Inuk musician and artist Tanya Tagaq. She will develop a bespoke and innovative sound



piece for the new 'Polar Worlds' gallery and undertake public engagement work with schools and colleges.

We continue our engagement of local communities, including London South East Colleges, Caribbean Social Forum and Invicta Primary School, by capturing interpretations of objects selected for display in the 'Sea Things' gallery.

NMM Enrichment

The Enrichment Programme aims to refresh and develop key areas of the Museum with a coherent and stylish design so they match the quality and ambition of the Endeavour Project.

This year we installed an impressive new display of silver ship models in the Caird Library, refurbished the well-used Learning Space and renovated our Members' Room. We are thrilled to be making progress with this essential and exciting project.



Jutland 1916: WWI's Greatest Sea Battle

The new 'Jutland 1916' gallery at the National Maritime Museum opened in May 2016 to mark the centenary of the Battle of Jutland, the largest sea battle of the First World War. The display presents the compelling story of the ships, technology, strategy and impact of the battle on both the men who fought and their families.

The Battle of Jutland, 1916

Involving a total of 279 ships on 31 May 1916, the North Sea bore witness to 'Der Tag', a major clash between the British Grand Fleet and the German High Seas Fleet. Both sides suffered heavy losses in ships and men, with over 8,500 lives lost in the action. But despite being the biggest naval surface engagement to date, Jutland was one of the most keenly felt disappointments of the war, with neither side achieving a decisive victory.



Hear the personal stories

The Jutland 1916 gallery places the battle within the wider context of the First World War, and examines the action itself through audio-visual content created with the grandson of Admiral Sir John Jellicoe, Commander-in-Chief of the Grand Fleet. Visitors will also learn about the broader experience of serving aboard British and German warships. The gallery takes visitors beyond the action of the battle and uncovers stories of its aftermath, from the incredibly personal accounts of the sailors and their families to the broader views of the nations and navies on either side of the conflict and the media reports driving them.

See incredible objects for the first time

The Jutland story is told through objects such as paintings, photographs, ship models and plans, sailor-made craft work and medals, many of which are on display for the first time.

The gallery also includes material from the Deutsches Marinemuseum and the Bundesarchiv relating to the German perspective of the battle, explaining the naval arms race from the German side and the everyday experience of the German sailor in the First World War.

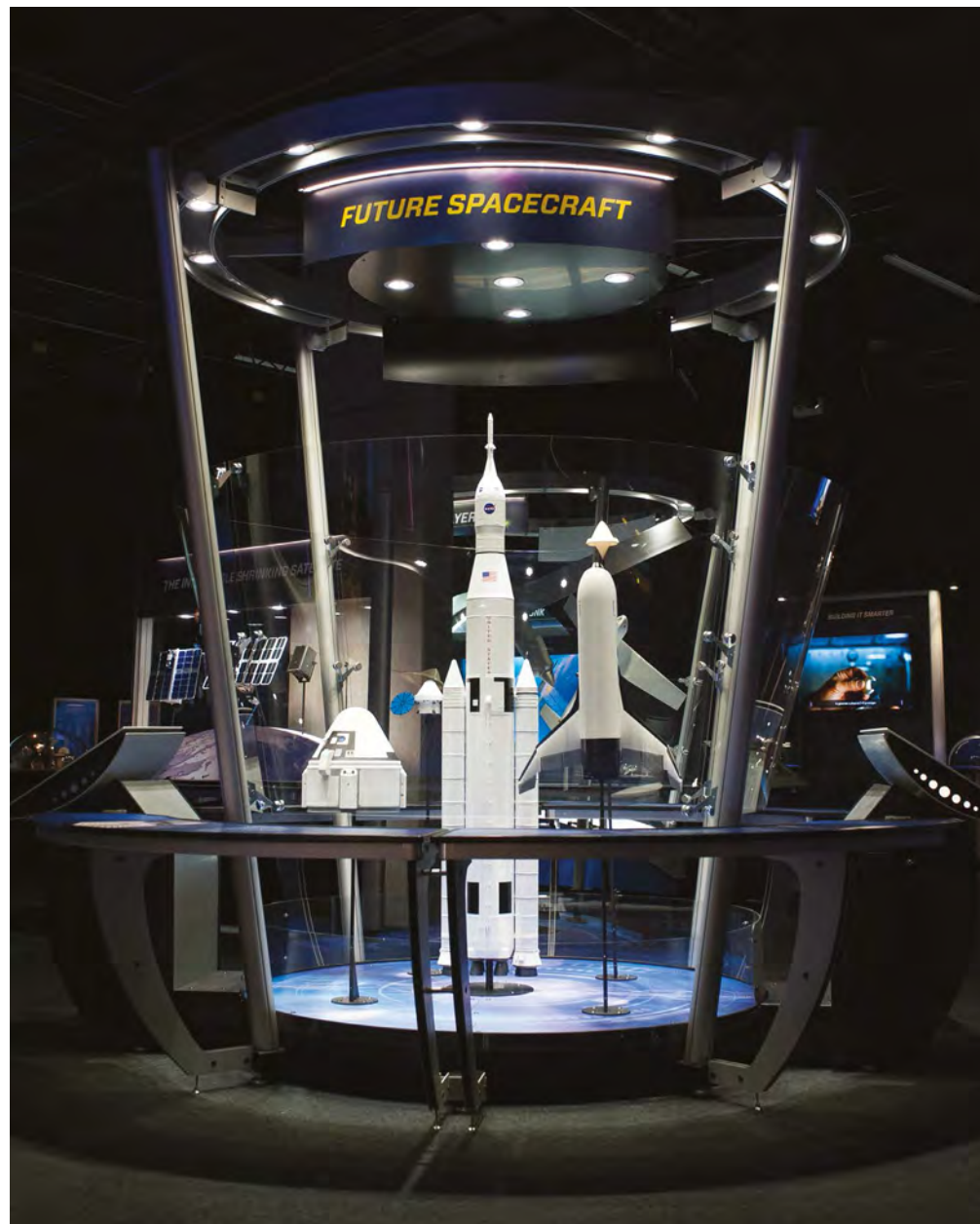
Jutland 1916: WWI's Greatest Sea Battle is sponsored by BAE Systems.

'It is fitting that the Centenary of the Battle of Jutland be marked with this Exhibition at the National Maritime Museum, home to so many reminders of our island story.'

Admiral Sir Philip Jones, First Sea Lord and Chief of Naval Staff

▼ Admiral Sir Philip Jones, First Sea Lord (right) and Second Sea Lord Vice Admiral Jonathan Woodcock OBE





Above and Beyond: The Ultimate Interactive Flight Exhibition

27 May – 29 August 2016

Summer 2016 saw the opening of a ground-breaking new exhibition at the National Maritime Museum about the wonders of flight and mankind's remarkable journey to space. The Museum was the first venue in Europe to host *Above and Beyond* – the most interactive exhibition on aerospace ever to tour.

Produced by Evergreen Exhibitions in association with Boeing and created in collaboration with NASA, this family-friendly exhibition hoped to inspire the next wave of engineers, pilots and astronauts by taking visitors on an exciting aerospace journey.

Packed full of immersive simulations, interactive design challenges and visionary concepts for the future, this touring exhibition was a special, new and surprising experience for our visitors. *Above and Beyond* invited visitors to get up-close and personal with the technology that makes air and space travel possible. With over ten exciting interactives to get involved with, visitors could learn how to fly like a bird with 'Spread Your Wings', take an 'Elevator to Space' to enjoy the view of Earth from above, or go on a 'Marathon to Mars' to see how their body would cope on the long-haul trip to the red planet.



Hosted in our Special Exhibitions Gallery, the exhibition proved popular, bringing in new family audiences to the Museum.

Emma Hamilton: Seduction and Celebrity

03 November 2016 – 17 April 2017

This landmark exhibition showcased Emma Hamilton as one of the most extraordinary and dramatic female lives of the 18th century.

For more than two centuries, Emma Hamilton's life has usually been presented as a story of sexual innuendo and moral failure. Above all, she is remembered as a temptress who lured Admiral Nelson from his patriotic duty to adulterous passion. Her tragic death has been made to appear the necessary and inevitable

conclusion to a vulgar cautionary tale. This exhibition set aside the now-discredited stereotypes that defined her and presented Emma on her own terms. It revealed a woman whose beauty was more than equalled by her intelligence, creativity, performative talent and sheer determination.

Born into rural poverty in 1765, Emma Hamilton spent her early years as a servant before winning international fame as a model and performer. She was the face of her age, successfully fashioning and refashioning her public appearance. She rubbed shoulders with kings and queens and influenced European politics and culture. However, despite breaking through significant class and gender barriers, Emma died in destitution in 1815.

To tell this remarkable story, the exhibition brought together 275 objects, combining public and private loans with key collections held at the Museum. The exhibition featured paintings, prints, ceramics, costume and treasured personal possessions. Key exhibits included a wealth of letters written by Emma as well as Sir William Hamilton and Nelson.

The exhibition was well received by the public, academics and press. On-site visitor surveys revealed our highest-ever feedback rating of 9.75 out of 10.

'No one in her time could resist Emma Hamilton, and nor will you.'

The Guardian
(5-star review)



'A lovely, immersive show, full of dappled light and intimate spaces.'

Time Out London

Events and programming

Family audiences

At the Museum we put huge value on family audiences and intergenerational learning. We have a whole host of ways in which families can engage with our collections, including weekly drop-in Sunday art sessions, a diverse range of actor characters and storytellers, and activities, festivals and events throughout the year and during each school holiday. In line with our Endeavour audience development strategy, we are increasingly integrating community involvement in every aspect of our programming and we strive to involve local families in everything that we do.

Notable successes of the past year include a hugely popular two-day Chinese New Year event in January, and being the official host organisation for LGBT History Month's family day in February.

Adult audiences

The adult learning programme represented diverse histories in 2016–17, with a successful Muslims at Sea Study Day to accompany the Compass Lounge display, 'Indian Ocean Seafarers'. The Maritime Lecture Series included lectures on Black Sailors in the First World War, and a sell-out lecture by Admiral Lord West on Jutland. There was a focus on women of the 18th century during the Emma Hamilton season. For Halloween, we created the interactive experience *Mystery at the Museum* in partnership with theatre company SPECIFIQ.



Women Making Waves is a new one-day festival held in Women's History Month to showcase women's histories throughout the collection. The programme included an artistic intervention with Her Story, family workshops, trails and a youth performance.

We welcomed 870 participants on 23 August: International Slavery Remembrance Day. We collaborated with The Caribbean Social Forum to create the collections-based programme, and writer and broadcaster David Olusoga gave the keynote lecture.

Travellers' Tails

The Travellers' Tails Pop-up Museum in Lewisham Shopping Centre opened in February 2017 and reached 14,000 visitors in 15 weeks. A replica of the George Stubbs Dingo painting, along with a film about its creation and a wide range of objects from the Travellers' Tails handling collection (from a kangaroo skin to a breadfruit pounder), were installed to engage the public. Artists in residence Cracked Light Arts and our Conservation team have been running engaging participatory activities in the space.

Endeavour Project: programmes and partnerships

Projects are underway to create new relationships and approaches to how we work with audiences at the Museum. Highlights include the varied outcomes of nine co-curation projects being incorporated in the new Exploration galleries to bring fresh perspectives to the stories being told. New partnerships with local organisations and groups have formed the basis of rich conversations around museum objects and shed new light on how these histories can be told.

We have been working in partnership with The National Maritime Museum Cornwall (NMMC), Tide and Time Museum, The Historic Dockyard at Chatham and The Beacon Museum to learn more about audiences and gather new perspectives on our collections.



Learning programmes

Schools and young people

The National Maritime Museum and the Queen's House welcomed learners in 2016–17 to a varied schools programme: from pirates and polar explorers for our younger groups, to exploring complex histories such as transatlantic slavery and the British Empire, the programmes offer enrichment to pupils of all ages and their teachers.



SEND schools programme

A new strand of Special Educational Needs and Disabilities (SEND) school programming has been created and delivered to special schools from November 2016 to April 2017. Participants include SEND teachers and pupils with a wide range of needs from KS1 to KS4. Over 100 members of staff at the Museum received SEND Awareness training and information on how to support this audience.

Stories from the Sea visits

Working with Norfolk Museums, our Museums and Schools partner, we hosted a cross-site visit for 180 pupils from different schools. Pupils visited Time and Tide Museum in Great Yarmouth before travelling to London to take part in our Trafalgar Tales literacy programme. The schools were inspired by their visit to the National Maritime Museum and created some incredible creative writing that was published on the Museum's blog.

Young volunteer projects

In 2016 funding was secured from Charlton Athletic Community Trust – the universal youth provider for the Royal Borough of Greenwich – for our new series of Young Volunteer Projects. Over the past year young people have taken part in three volunteer projects and achieved accreditations. Our case study reports have been shortlisted by the Royal Borough of Greenwich as examples of best practice.





Royal Observatory

Home of space and time, the Greenwich Meridian Line and GMT, and awe-inspiring astronomy.

Royal Observatory

Brand site personality: Awe and wonder

As the historic home of British astronomy, the Royal Observatory continues to be hugely popular with visitors and locals alike.

Insight Astronomy Photographer of the Year

Continued funding from Insight Investment has expanded the global reach of the Museum's annual *Insight Astronomy Photographer of the Year* competition and exhibition. In 2017 we welcomed Rebecca Roth, NASA's image coordinator and social media specialist, to the judging panel. An international tour has been launched of a selection of *IAPY 2016*'s winning and shortlisted images, exhibiting many for the first time ever.

Planetarium

The Peter Harrison Planetarium received its two-millionth visitor in March 2017, just shy of its tenth anniversary in May 2017. The planetarium had an extremely successful year, with shows seen by 162,600 members of the public, over 26% of which were school visitors. Feedback from visitors has been overwhelmingly positive.

Live shows delivered by our astronomers continue to be the most popular, with our traditional *The Sky Tonight* show outperforming all of the others by a wide margin. During this period we also offered *Asteroid: Mission Extreme* by National Geographic, exploring the threats and opportunities presented by asteroids. The show was a key component of the Spaceship Season of public programmes and performed as well as our live family-friendly shows, *Space Safari* and *Meet the Neighbours*.

The team developed a full-length show for Insight Astronomy Photographer of the Year 2016, which is currently being screened by 40 organisations in 14 countries. Other in-house developments have included *Final Frontier*, a schools show developed with support from Boeing. The show will be available for distribution late next year.



▽ Northern Lights over Jokulsarlon, Iceland © Giles Rocholl

'The Astronomy Photographer of the Year competition has been running for eight years now and yet every year we seem to find a set of pictures that still leave us breathless.'

Huffington Post





Events and programming

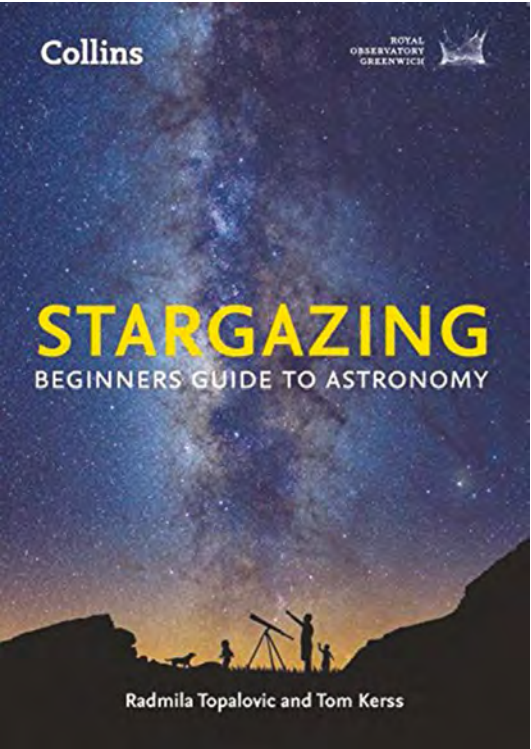
The 2016–17 year featured standout programming at the Royal Observatory, including our ever-growing Silver Screen Science Fiction programme, which featured cult classic science fiction such as *The Day the Earth Stood Still* (1951) through to modern blockbusters like *The Martian* (2015). Each screening was followed by a witty and interesting talk on the factual science within the fiction by one of our core team of astronomers, and across the year 1,117 visitors participated. This strand of programming serves as a light-touch introduction to our science learning public programmes, which can lead visitors to engage with our more weighty science lectures and courses.

Another big highlight for the year was the Transit of Mercury 2016 on 9 May when the planet Mercury passed across the surface of the Sun. This was seen by approximately 850 people onsite and nearly 136,000 people online when camera footage from the Great Equatorial Telescope was streamed worldwide on YouTube. Across the summer the Observatory complemented the *Above and Beyond* exhibition at the NMM with a Spaceship Season, which neatly coincided with British astronaut Tim Peake's time on board the International Space Station.

Various talks and activities celebrated space exploration, both human and robotic, and compared its achievements with earlier visions of the future from the dawn of the space race. The calendar year culminated with the sell-out

Christmas Lecture on the exciting European Space Agency's Rosetta mission to a comet by Professor Monica Grady.

Finally, all throughout the 2016–17 year, our budding team of Observatory Explainers engaged young and old alike in the interactive weekend sessions Observatory Unlocked and Weekend Space Cadets, bringing the history of the Royal Observatory and astronomy to life and providing a modern context for our key stories and collections.



Learning programmes

The formal learning programme at the Royal Observatory saw 36,856 students take part in facilitated learning sessions with the Science Education team in the 2016–17 year, a 15.5% increase on the previous year.

100% of students surveyed in KS2, 4 and 5 and 94.5% in KS3 said they enjoyed the trip. 100% of our teachers surveyed enjoyed their experience and, very importantly, 100% would also recommend it.



'I loved the way the teacher answered my questions.'

Student

'Has this visit made you more interested in science?' 78% of KS2 and 70.4% of KS3 students said yes. Research suggests that young people form their views on science and make career decisions much earlier in life now, so it is crucial for organisations like ours to have such a positive effect on a young person's perception of science so early on.

Digital resources

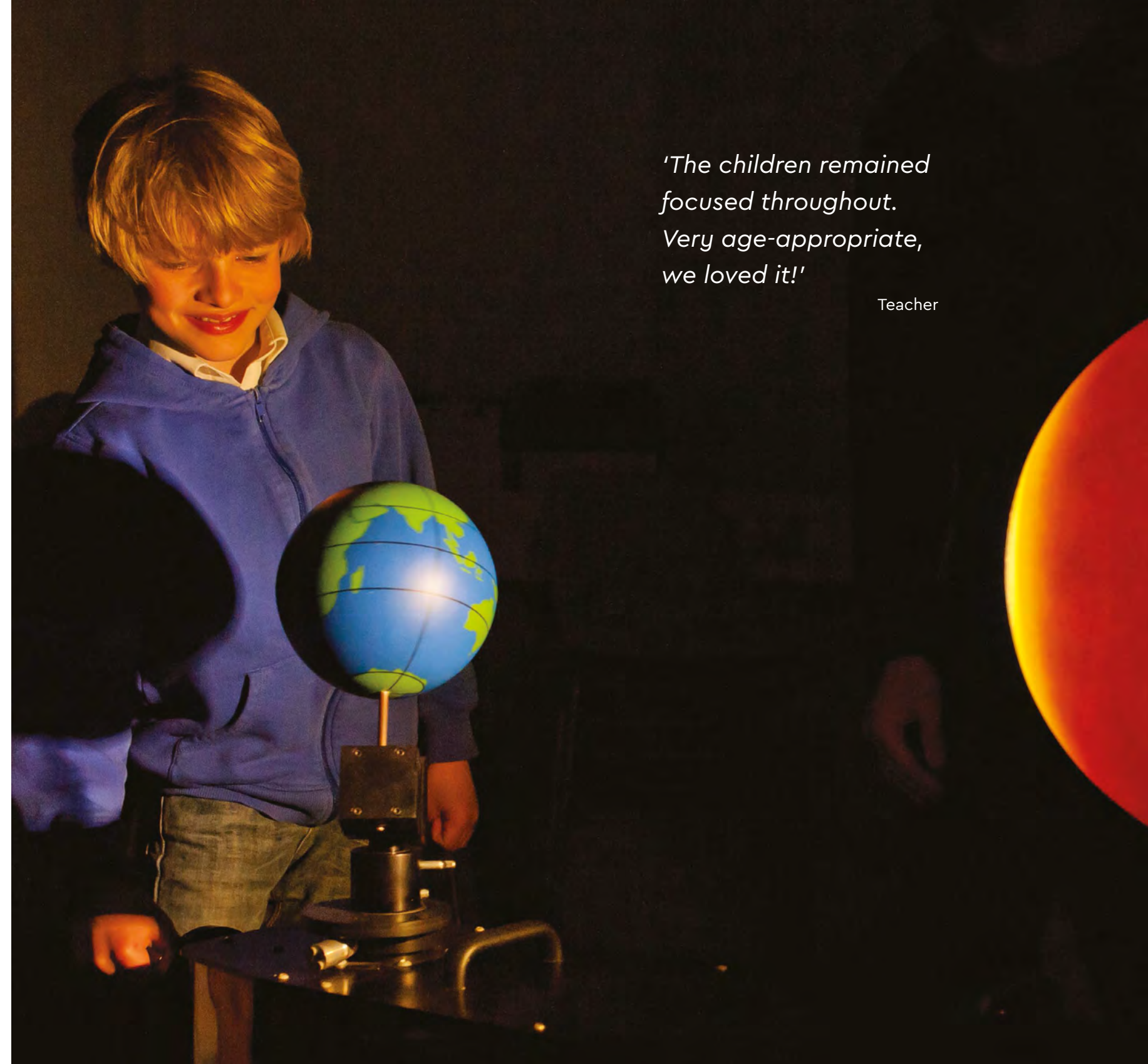
The popularity of our digital resources has continued to grow throughout the year, and our education videos have now been viewed over 1.2 million times. The animated videos continue to be the most popular format. This year we released three new videos: 'The Story of Stars', 'What is Light?' and 'What Makes the Universe Colourful?' (in association with Boeing).

Teacher forum

Our teacher forum has gone from strength to strength this year and is now over 250 teachers strong. The forum allows teachers to feed into every aspect of the programme from video development to new planetarium show design. Its success has sparked the creation of a student forum, which we are currently recruiting for, and hope to see great things from it in the coming year.

'The children remained focused throughout. Very age-appropriate, we loved it!'

Teacher





Cutty Sark

The celebrated sailing ship – once the fastest in the world, preserved to tell the stories of life on board.

Cutty Sark

Brand site personality: daring and adventure

▼ Cllr Olu Babatola,
Mayor of the Royal
Borough of Greenwich

Cutty Sark welcomed families and adults from the UK, as well as visitors from around the globe, in 2016–17.



The expanding programme of family events and workshops for schools has seen more than 17,000 participants and has engaged younger visitors and adults with challenging craft activities, live actor performances, tours and a temporary exhibition. *Cutty Sark* performed well financially and secured its best year of retail sales since its reopening in 2012.

During the year, the ship's dedicated team of shipkeepers and volunteers carried out regular maintenance of *Cutty Sark*. Works during the year included: caulking of the main deck, varnishing of the ship's brightworks, the restoration of the fore deckhouse, the restoration of the Nannie figurehead underneath the bowsprit, and the restoration of the four companionways to the Poop and Monkey Fo'c'sle Decks.

Events and programming

Cutty Sark delivered a series of programmes specifically designed for its younger visitors. These included All Aboard the Story Ship where sessions of storytelling, drama, dance, music and art were developed in a retelling of Robert Burns's poem 'Tam O'Shanter', as well as the annual Kids in Museums Takeover Day in



November, which was attended by the Mayor of Greenwich.

During the May half-term *Cutty Sark* hosted its second temporary exhibition since the 2012 reopening: a touring exhibition from the Pioneer Sailing Trust, displayed in the Sammy Ofer Gallery beneath the ship. The exhibition was based on the recent conservation work by the Trust on two historic vessels, and provided a welcome counterpoint to *Cutty Sark's* story as a world traveller, as they were both domestic vessels involved in local trade during the same era.

The ship's 147th anniversary was marked by two concerts by the popular folk band Fisherman's Friends, who performed in the Sammy Ofer Gallery to an audience of over 600. In December *Cutty Sark* staged its first Christmas

concert: the reigning Christmas Number One act – the Lewisham and Greenwich NHS Choir – who performed to a sell-out crowd.

The Autumn/Winter season also saw events including Opera Up Close returning to *Cutty Sark* with *La Bohème*, a Halloween Ghost Ship event with film screening, folk gigs and a second annual Burns Night event. The ship also continued to work with its partner Time Out in staging several acclaimed and increasingly popular Time Out Silent Discos.

The Michael Edwards Studio Theatre delivered a second year of pre-Edinburgh Festival comedy shows over July and August. The season achieved an 88% sell out with its 22 acts across 11 shows. Performers included Shappi Khorsandi, Josie Long, Seann Walsh and Tony Law, amongst many more.



Learning programmes

There were new additions to both the *Cutty Sark* schools and family learning programmes this year. We launched our new EYFS/KS1 literacy and creative arts session, All Aboard the Story Ship, which proved immensely popular, especially with nursery schools and reception classes. We also developed and delivered a SEND version of our most popular primary school session, A Sailor Went to Sea, in partnership with Peoplescape Theatre Company, who specialise in special needs provision.



For October half-term we programmed our first storytelling festival called She Tells Sea Tales featuring musicians, story-tellers and artist-led workshops taking place over three decks of the ship. The popularity of the activity means that we will run a storytelling festival again in autumn 2017.



Our February half-term offering was STEAMFest – science, technology, engineering, art and maths-focused activities about the science of sailing ships. The event took place in the Sammy Ofer Gallery and featured a big-build design technology activity, small make-and-take activities for the youngest visitors and a science explainer on hand to give demonstrations and answer visitor questions. Feedback from the event was very positive with a 100% approval rating of the activities.

In 2016–17, the *Cutty Sark* learning team engaged 51,759 people, including 14,856 through the schools programme and 36,903 through the family learning programme.

‘Wonderful visit! We spent three hours on board chatting to the volunteers. They were enthusiastic, knowledgeable and generous. We learnt a lot and had fun!’

Visitor



The Queen's House

Inigo Jones's pioneering architectural masterpiece, home to an internationally renowned art collection and royal history.

The Queen's House

Brand site personality: Style and beauty

Celebrating its 400th anniversary, the Queen's House reopened to the public on 11 October 2016 after over a year of extensive refurbishment.

Since its reopening, there have been a record number of visits to the house, far exceeding the original forecast.

The conservation of the significant historic interiors (King's Presence Chamber, Tulip Stairs and Great Hall) was concluded and the

movement and installation of over 400 works was completed on schedule. Interpretation of both the historic building and art hang is complete.

The acquisition of the Armada Portrait of Elizabeth I in 2016 was key to the reinterpretation of the house. A masterpiece of the English renaissance, it was saved from private sale thanks to the generosity of grant-making foundations, a major grant from the Heritage Lottery Foundation and thousands of members of the public. Our joint public appeal with the Art Fund saw an overwhelming response, with 8,000 donations in just ten weeks. The Art Fund commented that the extraordinary level of support from the public made it one of the most successful campaigns for a work of art ever. The Armada Portrait will return to the Queen's House in October 2017 following conservation.

Restored to royal splendour

The ceiling in the King's Presence Chamber has been restored to its royal splendour, complementing the Queen's Presence Chamber, which was restored in 2013. Both

'This royal gem just has to be seen.'

Evening Standard

► Conservation team working on the King's Presence Chamber

▼ Artist Richard Wright

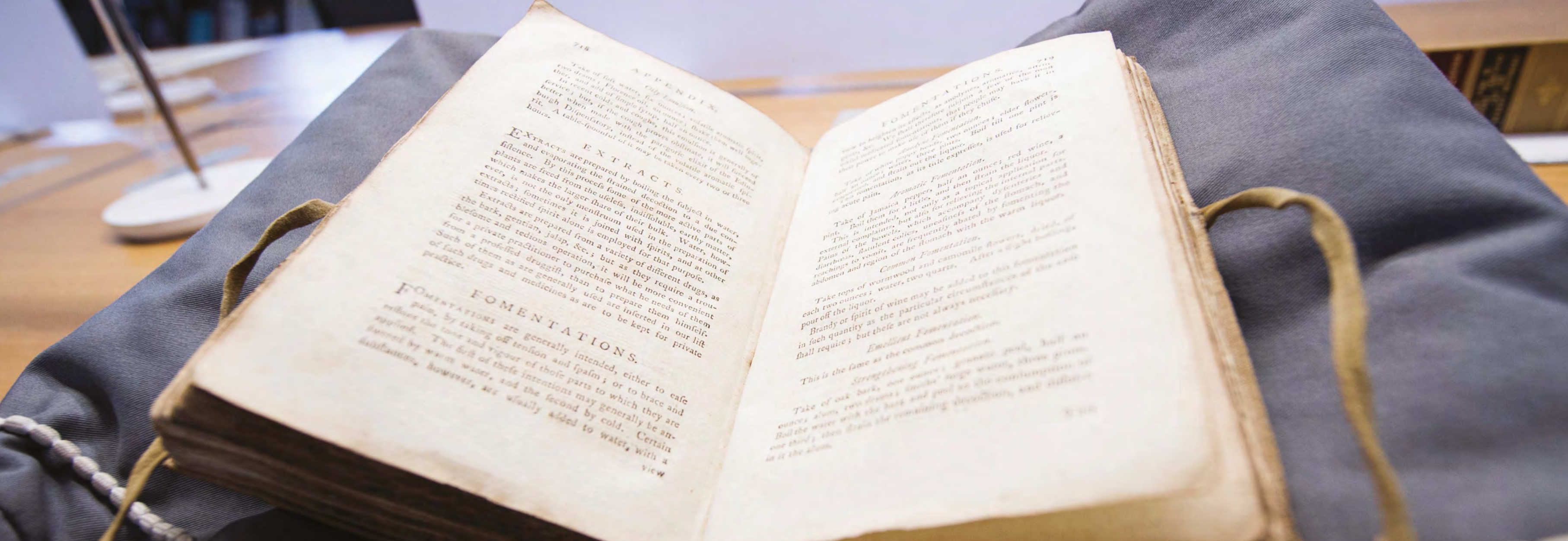
rooms now have a bold new colour on the walls: bright blue for the King's and bright red for the Queen's, as befits their 17th-century majesty.

These rooms are now adorned with paintings illustrating the kings, queens, consorts and courtiers associated with the House and Greenwich during this period, including 'Charles I and Henrietta Maria' by Daniel Mytens, also generously loaned from the Royal Collection by Her Majesty The Queen. The focus throughout is on the iconic people and events, artists, designers and architects that are key to understanding the building's history and its significance today.

Richard Wright and the Great Hall ceiling

Turner Prize-winner Richard Wright completed his ambitious new artwork for the Queen's House. Amazingly, this is the first time an artist has worked on the ceiling of the Great Hall since Orazio Gentileschi created a series of nine paintings in 1639. Richard's beautiful and complex installation in gold leaf was inspired by the Tulip Stairs and demanded a high level of painstaking craftsmanship.





Caring for our collections

Providing inspiration for our galleries, exhibitions, events and outreach programmes, each of the items in our collections require top-level expertise in conservation, storing, cataloguing and displaying.

Acquisitions

New artworks and objects

Our most significant acquisition this year was, of course, the Armada Portrait of Elizabeth I. The portrait commemorates the most famous conflict of Elizabeth's reign, the failed invasion of England by the Spanish Armada in summer 1588. The Armada Portrait is undergoing conservation with plans to return the portrait to the Queen's House in October 2017.

Ministry of Defence (MOD) collection transfer

A significant event in the Museum's history occurred in March 2017 when a key loan of 176 internationally significant items, primarily of horology and fine art (including the John Harrison timepieces and works by William Hodges) was transferred to the Museum from the MOD. The MOD works had been on loan since the National Maritime Museum opened in 1937 and the gift has a financial value of over £73m.

Modern and contemporary art

We continue to increase our holdings of contemporary art. Dan Holdsworth's eerie Icelandic scene 'Hyperborea' 5 (2006) contrasts a subtle aurora display with the frozen land marked by feeble traces of human presence. Peter Matthew's '6 Hours In and With the Atlantic Ocean (England)' (2016) was literally drawn 'in and with' the Atlantic Ocean off Cornwall as the artist exposed himself to the powers of the sea to invoke its sublime

powers. These two are generous gifts from the artists, and will join the Queen's House displays in the future.

Other acquisitions

The descendants of dare-and-do Admiral Sir Henry Trollope (1756–1839) and his nephew Commander Henry Trollope (1815–1876) gifted these naval officers' presentation pieces and Arctic medals to the Museum, some of which shall soon go on display in the Maritime London gallery. These include a high-end silver tea service from the French Revolutionary and Napoleonic Wars period, which illustrates the Navy's role in protecting British trade, and a tortoiseshell snuffbox given by Tsar Alexander I.

Coming to us by bequest is a remarkably well-preserved hour-striking and quarter-repeating table clock, made by Thomas Tompion of London around 1690, which epitomises the finest London craftsmanship of its time. The clock is somewhat enigmatic and all the more

special as it was produced when Tompion was experimenting with these clocks' architecture, and so features a unique combination of old and newer styles. Unlike other surviving examples, made during this transitional phase, the clock remains unaltered.

The process of acquiring the *Cutty Sark* collection continues.

▲ The Armada Portrait of Elizabeth I prior to conservation.



Conservation

Conserving, storing and reviving

The Conservation and Preservation department works to extend the life expectancy of our items while also ensuring that they can be accessed and enjoyed. The team conserved 1,688 objects, assessed the condition of 2,694 and improved the rehousing of 8,499. The team also hosted student placements, paid internships and volunteers within the department.

▼ Senior Paintings
Conservator Elizabeth
Hamilton-Eddy working
on the Armada Portrait



The Queen's House 400th anniversary

2016–17 was dominated by the Queen's House conservation project. We completed the conservation of two historic interiors (King's Presence Chamber and Tulip Stairs), both considered to be of very significant architectural importance, in addition to getting some 400 objects ready for display. The King's Presence Chamber ceiling carvings were cleaned, repaired and re-gilded, and the room was decorated using smalt-coloured paint after paint analysis confirmed that the original paint was smalt (crushed cobalt glass). The design, manufacture and installation of the shallow chimney breast and reconfigured pilasters and masks were based on primary evidence supported by archival research. The project has been shortlisted for the Museums & Heritage award for best conservation or restoration project in 2017.

Volunteers

The number of volunteers in conservation has grown to an impressive 39 working across a range of disciplines, helping us to look after the collections. In 2016 a new conservation volunteer programme was established to facilitate the extensive additional demand for cleaning objects on open display, which will be generated with the Exploration galleries, in addition to supporting new methods of working once the Conservation department moves to Kidbrooke. The response to the programme has been overwhelming and we have a core group of 25 volunteers across

all aspects of preventive conservation. Their commitment and enthusiasm is infectious and they are natural ambassadors for conservation in their public engagement capacity.

Dingo replica

We completed the HLF-funded research into the investigation of the George Stubbs's techniques by creating a painted replica of the *Portrait of a Large Dog* (Dingo) using wax media. This work was recorded in a specially commissioned film. The replica painting has been on display in Lewisham Shopping Centre and has provided the opportunity to engage the public in replicating the Dingo and its frame using traditional materials and techniques.



Managing the collections

Planning, installing, touring, lending

The Collections Management department provides responsible stewardship of the collections through acquisitions, loans, documentation and audit programmes and collections information management. We manage and provide public access to collections in stores and work across the Museum to facilitate exhibition, digitisation and conservation projects, including planning, coordinating and managing the movement of objects.



Loans

In 2016–17 a total of 74 items were lent to institutions across the UK and internationally. Domestic loans were sent to the British Library; Kenwood House; Time and Tide Museum, Great Yarmouth and Turner Contemporary, Margate, while overseas venues included Yale Center for British Art, New Haven; National Gallery of Art, Washington DC; National Gallery of Singapore and Chateau de Versailles. Our most high-profile loan of the year was the full-hull model of HMS *Centurion* (1732) made by Benjamin Slade, 1747 and lent to the Yale Center's *Spreading Canvas* exhibition.

In addition to these are 502 items on long-term loan to 32 different venues.

The Queen's House installation

The complex rehang of the entire Queen's House in autumn 2016 was a challenging project to coordinate, as it incorporated 450 works, including 47 items from ten lenders.

'A really enjoyable visit to the stores to see the fantastic models the museum holds.'

Member

'I was quite overwhelmed by the unique magnificence of the paintings I was able to view.'

Visitor to our stores



Ships, Clocks & Stars: The Quest for Longitude

Ships, Clocks & Stars returned from its global tour at the end of 2016, proving a great success for all of the venues involved and attracting 241,737 visitors in total.

The exhibition began with its display in the Special Exhibitions Gallery in the National Maritime Museum, then went on to tour to the Folger Shakespeare Library in Washington, Mystic Seaport in Connecticut and finally the Australian National Maritime Museum in Sydney.

The *Ships, Clocks & Stars* tour has shown how Royal Museums Greenwich is building a strong reputation for the delivery of world-class exhibitions, reaching out significantly to international audiences and communicating the importance of Greenwich to the world.

Prince Philip Maritime Collections Centre

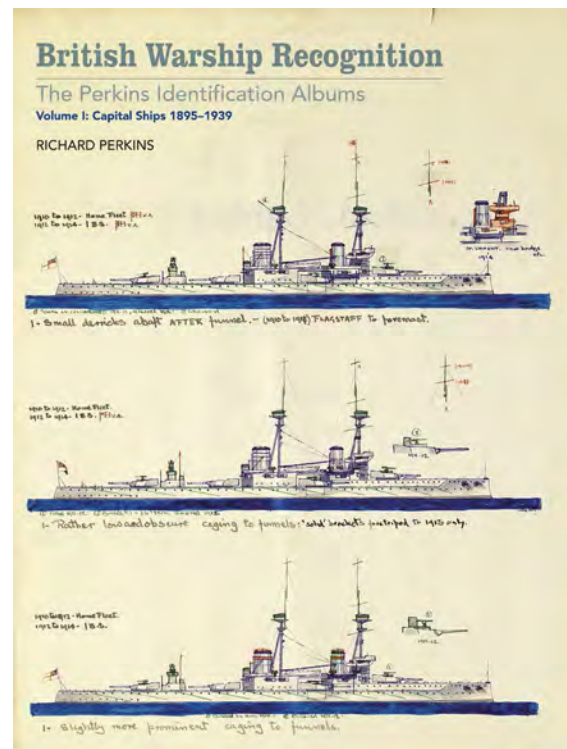
The focus at our LTE store has been planning for the collections move to the Prince Philip Maritime Collections Centre (PPMCC) in Kidbrooke in 2018 of 36,000 objects (including paintings, globes, uniform and ceramics) and 2,400 linear metres of archives. The team have been working tirelessly with suppliers on the racking design and have produced packing and handling guidelines for the move.

With the construction of the PPMCC going full steam ahead, the Collections Management team have been working to balance a high level of contractor activity at both our LTE and Kidbrooke stores while maintaining public and staff access to collections. The storage team have supported the Endeavour Project Activity programme, hosting visits by focus groups, schools and specialist groups involved in gallery research.

Research and information

Scholarship and academic resources

The world-class collection at Royal Museums Greenwich inspires extensive academic research and national and international 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 better understanding of the objects in our care. As well as the collection themselves, the Caird Library and Archive holds an extensive range of resources for finding out more about maritime history.





Connecting with our audiences

The Museum's activities extend beyond Greenwich itself. We are now more able to share our collections and knowledge with audiences around the country and the world, through marketing and media engagement, and our digital outreach.

Marketing and digital outreach

Driving reach, revenue, engagement and reputation

Following an extensive organisation-wide project, 2016–17 saw the development of a new brand strategy for Royal Museums Greenwich. Setting a shared vision for the organisation, the strategy allows us to better connect with our audiences as well as continue to grow our reputation as a global destination.

Positioning Royal Museums Greenwich as an 'epic place for exploration', the new brand strategy outlines a strong and distinctive vision and focus for the organisation. It articulates the different characteristics and personalities of each of our sites, what brings them together and how we communicate with our audiences – new and exiting.

As part of the brand project, we launched a refreshed visual identity in early 2017. This successfully positions our brands and their 'endorsed' family relationship by showing a clear link between our sites, using a distinctive logo, a sans-serif font and epic, dynamic imagery.

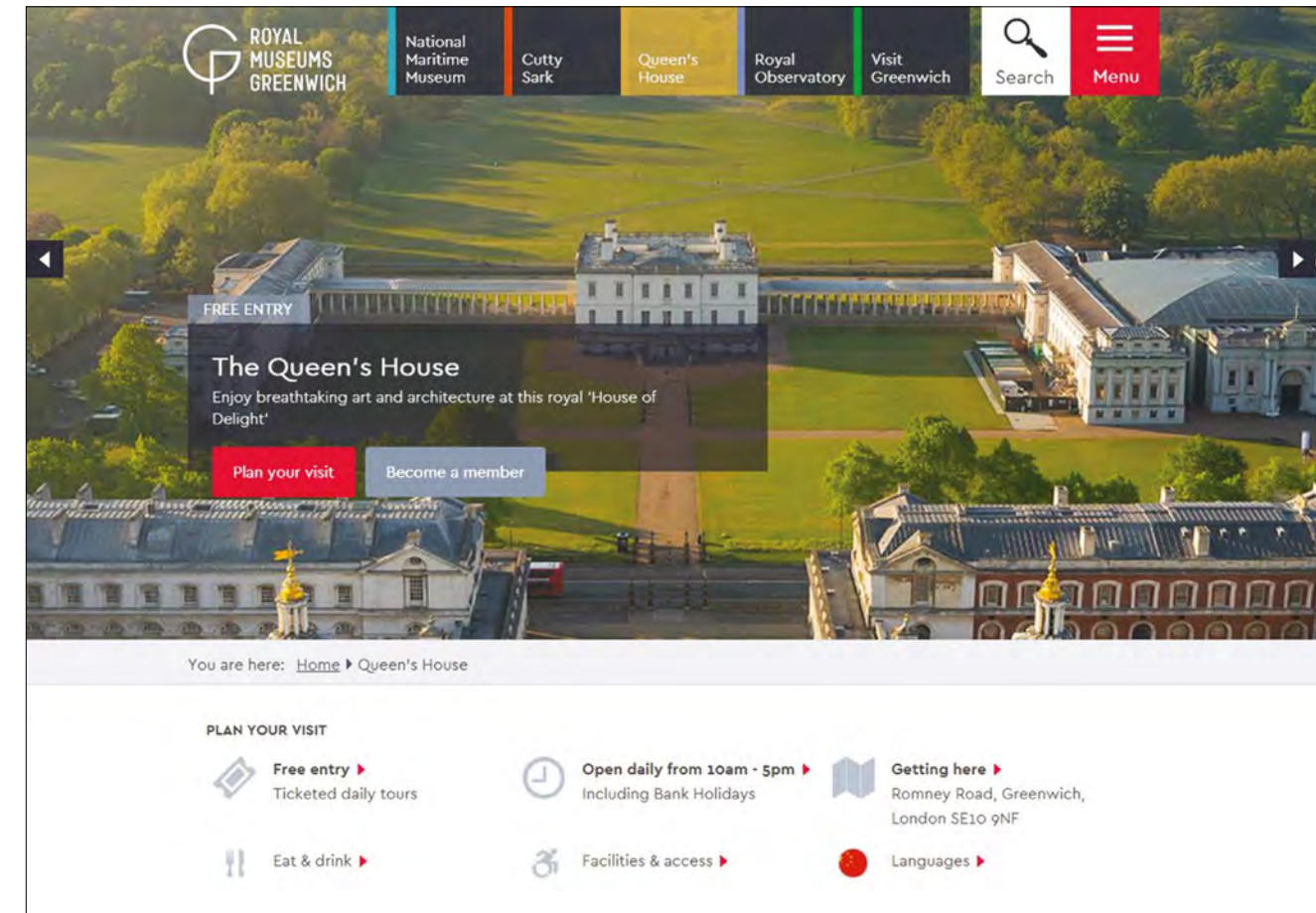
The focus for the organisation in 2017–18 will be to continue to embed the brand strategy whilst working on the roll-out of the visual identity through effective and coherent communications which bring the brand positioning and personalities to life.

Audiences

Our audience research package has continued to be embedded to inform strategy and planning across the organisation, supporting our corporate plan's goal to 'Put Audiences First'. Day-trippers continue to make up over half of the visitors to Royal Museums Greenwich, with a third of visitors coming from overseas. Families make up a significant portion of our audiences, driven in particular by those visiting the National Maritime Museum. We have also seen a growth in our BME audiences, from 5% to 8%.

Campaigns

The marketing campaigns for 2016–17 were highly successful in attracting visitors to our sites, exhibitions, events and courses. The *Above and Beyond* campaign attracted a local family audience compared to previous exhibitions, with repeat visitors making up to 66% of those. Our international tourist campaign, with a digital focus targeting potential visitors in their home countries, saw a 3% growth in visitor numbers to the Royal Observatory.



Website and social media channels

Visits to RMG's websites exceeded 4.3 million in 2016–17 and our followers on social media grew 25% on the previous year, from 100,000 to the 125,000.

Stand-out moments this year included our enhanced social media campaign for *Emma Hamilton*, which achieved over 600,000 impressions and referred 400% more visits to the website compared to previous online campaigns.

Our coverage of the supermoon in November series raised awareness of the event online. Our coverage achieved 96,099 views on social media, and 5,259 engagements and photos were shared with us from around the world – including the UK, America and Denmark. In November we celebrated the 147th anniversary of *Cutty Sark* by sharing stories exploring its rich history. This special coverage achieved over 400% more reach and engagement than regular *Cutty Sark* content on social media.

Media engagement

RMG in the news

The Museum enjoys 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 2016–17 included:

Armada Portrait fundraising appeal

On 23 May 2016, Royal Museums Greenwich and the Art Fund launched a major fundraising campaign to save The Armada Portrait of Queen Elizabeth I. The appeal story featured across national, regional and London media, including Sky News, BBC London, BBC Radio Wales and BBC 5 Live, and received widespread print and online coverage in *The Times*, *Daily Telegraph*,

Guardian, *Financial Times*, *Evening Standard*, *Independent i*, BBC News, *The Art Newspaper* and *Country Life*.

The campaign's success and HLF award was announced at the end of July and was publicised across national news.

Queen's House and Richard Wright

Coverage of the Queen's House reopening exceeded expectations with coverage from national papers and arts publications to national TV and radio. Broadcast coverage included *BBC Breakfast*'s weather (and features about the House) reported live from the Queen's House, BBC London and London Live news, BBC Radio London and BBC Radio 4's Front Row. Print and online coverage highlights included the *Guardian*, *Daily Telegraph*, *Mail on Sunday*, *Independent i*, *Evening Standard* and *Country Life*.

The Queen's House featured as the location and inspiration for the final of BBC1's *The Big Painting Challenge* which was broadcast in March on BBC1. The House also featured in the final of BBC2's *Mastermind*, broadcast in March.



Insight Astronomy Photographer of the Year 2016

Once again our annual Insight Astronomy Photographer of the Year competition received excellent coverage. Over 300 UK and international media pieces were published both in print and online. The competition also achieved 18 pieces of broadcast coverage including BBC1's *Click*, *Sky News* and *BBC Breakfast*. Coverage of the winning images included the BBC News website, *Guardian*, *Daily Telegraph*, *Daily Mail*, *Daily Express*, *Mail on Sunday*, *National Geographic*, Mashable, Huffington Post and BuzzFeed. The story was also picked up by media in countries such as Italy, France, Scandinavia, Russia, Pakistan, China, USA and Australia.

Emma Hamilton: Seduction and Celebrity

This exhibition had strong media appeal, and the press campaign achieved over 150 media pieces, reaching a circulation in excess of 62 million people. Highlights of the print coverage included two features and a 'leading article' in *The Times* and two articles in the *Guardian* as well as the *Mail on Sunday*, *Daily Telegraph*, *Sunday Mirror*, *Evening Standard* and *BBC History Magazine*. It featured in 'Exhibition of the Week', 'Editor's Pick' and 'Critics Choice' sections of key national media and received exceptional reviews from the *Guardian* (5 stars), *Time Out* (4 stars) and Radio 4's *Saturday Review*.



Astronomy news – Transit of Mercury

9 May 2016 offered the rare chance to see the astronomical spectacle of the entirety of the Transit of Mercury on UK soil. The Press team worked with the Astronomy team on a public and press event, which resulted in the Astronomy team and the Royal Observatory appearing in over 200 media pieces, including BBC's *The Sky at Night*, BBC2's *Horizon*, BBC Radio 4 and regional radio, Sky News, Channel 5 News, BBC Four and World News, London Live, *Guardian*, *Daily Telegraph*, *The Times*, *Independent*, *Daily Mail*, the *Sun*, *Daily Mirror*, PA, Huffington Post, BuzzFeed and Wired.

▲ Artist Richard Wright in the Great Hall

Volunteer programme

An invaluable resource

The Museum appreciates the benefits of time, energy, knowledge and talent that volunteers bring to the organisation, helping generate interest and enthusiasm in all that we do. They augment and extend the work of staff, with an ability to focus on certain areas and provide fresh insights. Most importantly, they make a very positive difference to our visitors and stakeholders.

Volunteers are an established and integrated part of the workforce and contribute to the success of the organisation. The Museum offers volunteers opportunities for lifelong learning, making new social contacts and building

their vocational skills. Last year volunteers contributed an incredible 41,735 hours to the Museum.

Some of the highlights of the past year have included the near-completion – well ahead of schedule – of our Dreadnought e-project. This project has been run jointly with Ancestry.com and involved transcribing the admission registers of the Dreadnought Seamen's Hospital from 1826 to 1930, which features seamen from all over the world. Two of the patients treated at the Seamen's Hospital included a young Joseph Conrad admitted with measles and, years earlier, the French anarchist Martial Bourdin, whose story plays a major part in Conrad's *The Secret Agent*.

'Thanks for having me as part of the Volunteer Programme. It's really helped me to feel welcome in the UK.'

Volunteer



As part of the Endeavour Project, we have so far hosted a total of 13 students from London South East Colleges through our Taster Visitor Experience Volunteer Scheme. These students are nationals of countries such as Afghanistan, Nepal and China and do not have English as their first language. With the warm support of staff mentors, they learned new skills and gained such confidence in their English that two of them later joined the staff team, and several have joined the Volunteer Programme.

We have successfully expanded our team of Conservation volunteers, having piloted

a new recruitment process that is now being copied elsewhere. When carrying out conservation cleaning 'front-of-house', volunteers operate in pairs with one cleaning and the other answering visitors' questions about conservation cleaning techniques, as well as telling them about the skills and enjoyment they gain from volunteering.

Overall, RMG's Volunteer Programme is thriving and we look forward to increasing the number of volunteers on the programme and to broadening the types of roles they can take.

'I enjoyed every single minute I spent in the Museum. I learned a great deal about the role, the Museum's resources and its capabilities.'

Volunteer



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.



*Dear School
I raised £662.72. I
would like to say a
gigantic thank you to
everybody in nursery,
reception, Year 1,
year 2, year 3, year
4, year 5 and year 6.
I am delighted to say
I think we can buy
the Armada Portrait.*

*Love from
Christina xxxx
P.S Thank you*

◀ Christina Ryder,
young fundraiser for the
acquisition of the Armada
Portrait, with Christine
Riding, Curator of the
Queen's House.

Development and fundraising

Our donors, sponsors and Patrons

Exploration Wing

Having begun our fundraising for the forthcoming four new galleries at the National Maritime Museum last year, we made great strides in our critical fundraising challenge this year. We were thrilled to attract major supporters for each of the galleries as well as significant backing for the project as a whole. The Heritage Lottery Fund confirmed their pledged grant towards the galleries, which provided security for the project. Besides last year's wonderful leadership gift from the Kristian Gerhard Jebsen Foundation to name the 'Polar Worlds' gallery, there was a range of further gifts from individuals and trusts for this gallery. The Tudors and Stuart Seafarers gallery will be known as the Pigott Family Gallery when it opens to the public, thanks to an extremely generous donation from our friend Mr Mark Pigott KBE KStJ. We have also had amazing support from the Libor Fund, the Wolfson Foundation and the Foyle Foundation as well as many others, and now find ourselves seeking less than £1m of the original £26m target for the project. We offer thanks to all those who have demonstrated their faith in us through this support.

The Armada Portrait of Elizabeth I

We knew that despite being in the middle of our major appeal for the Endeavour project, we should nevertheless reach out to a broad



range of people in order to raise the necessary funds to save the painting for the nation. We joined with the Art Fund in putting out a joint appeal to the public over a nine-week period, in what turned out to be the most successful joint appeal ever. This included contributions from over 8,000 individuals with donations coming from 20 countries. Without the tremendous support of the Heritage Lottery Fund, the significant gift from the Art Fund and the subsequent joint promotion of the public appeal, this project would not have been possible. We now look forward to sharing the painting through an extensive programme of activity once essential conservation work has been completed and Elizabeth I retakes her rightful place in the Queen's House for the public to enjoy.

Membership

A mutually beneficial relationship

Royal Museums Greenwich Members enjoy an exciting, ever-developing offer, including fast-track entry to our paid-for sites and special exhibitions; discounts in our cafés and shops (including the online shop); discounts on lectures and courses; invitation to private views of new exhibitions and galleries, exclusive Members' events and previews; and regular newsletters and magazines.



'The membership scheme is fantastic value.'

Member

2016–17 saw continued growth in our Membership numbers: we ended the financial year with 7,646 Memberships, an increase of 21.5%, with Family Membership enjoying particularly strong sales, as well as sales through our web shop, which increased by 37% on the previous year.

We introduced our first annual Patrons and Members' Appeal, giving our supporters the opportunity to get more involved in some of our exciting transformative projects across the sites. The appeal generated over £30,000 for the restoration of the iconic Tulip Stairs in the Queen's House as part of its 400th anniversary celebrations. The generosity of our Patrons and Members was recognised at an exclusive event that offered an exciting preview of the building before it reopened to the public and a chance to see the new Tulip Stairs in all their glory. The continued commitment from our Members made a significant difference to this project and we were delighted to share the opportunity with them.

'I really am entirely happy with my membership – I think it's outstanding.'

Member

Special Members' events were held throughout the year, including a Summer Members' day with special interest tours held by some of our experts. Our Members' Family Days continue to be popular, offering themed craft workshops and storytelling sessions three times a year for our families to drop in to.

Membership continues to offer value for money and over the year Members enjoyed free access and Members' Private Views to *Emma Hamilton: Seduction and Celebrity* and *Insight Astronomy Photography of the Year*, as well as a host of other special events and discounts on our public programme activity.

The support of our Members continues to make an important contribution to the Museum's work, generating over £300,000 of direct income and significantly more in secondary spend. Our Members continue to be some of our greatest advocates and are hugely passionate about our vision. We are very grateful for their continued support.

'As a Greenwich resident with two young kids, this is a no-brainer!'

Member

Visitor experience and enterprises

Strengthening our organisation

The Visitor Experience and Enterprises department had a very successful year, with some areas delivering their best financial results in recent years. Notable performances include the Picture Library, and the Royal Observatory and Cutty Sark shops.

Retail

The Meridian Shop at the Royal Observatory was fully refitted in March. The new shop benefits from increased floor area, more natural light and new retail fixtures that echo the design and architecture of Flamsteed

House. The growth in sales since reopening has been impressive. Retail also achieved a successful result for the *Emma Hamilton* exhibition range, with the catalogue selling more than 2,600 copies. A number of new themed ranges were launched for 2016–17, including *The Night Sky*, a *Cutty Sark* kids' range in collaboration with celebrated illustrator Nina Cosford, and our most successful Christmas range to date.

Sales and events

Cutty Sark played host to several particularly exciting launches and corporate events, including the ATP Tennis World Tour Finals launch dinner. Guests included Andy Murray who received the world No. 1 trophy under the hull. The Michael Edwards theatre welcomed renowned comedians for another successful pre-Edinburgh Fringe comedy festival.

The National Maritime Museum hosted the Lloyds List Global Awards in Neptune Court and Inmarsat's Christmas party. The Peter

Harrison Planetarium hosted numerous high-profile events including the press launch for Oscar-nominated sci-fi blockbuster *Arrival*. The Greenwich and Docklands International Festival returned for a tenth year with a specially commissioned spectacle marking the 400th anniversary of the Queen's House and its reopening.

Our Travel Trade business had a very strong year and we attended the World Travel Market and Explore GB as well as overseas workshops in France and the Nordics. We engaged with a specialist Chinese agency to focus on our top growing visitor market, China. Advertising in the main travel trade publications, we also produced a groups guide, and the London Pass continues to account for a large share of income.

Picture Library

The Picture Library secured a very interesting and lucrative deal with a gaming company who are using our ship plans to create a more authentic in-game experience. The Picture Library also went live with their online sales module so clients can license images 24 hours a day, 7 days a week.

Publishing

An eclectic array of titles were published by the Publishing team including: *British Warship Recognition – Perkins Identification Volumes 1, 2 and 3* (Seaforth); *Stargazing: Beginners Guide to Astronomy* (Collins); *Emma Hamilton: Seduction and Celebrity* (Thames & Hudson); *Astronomy Photographer of the Year: Collection 5* (Collins); *Royal*

Museums Greenwich Kids' Handbook (Carlton Publishing), *Ship* 2nd edition (DK); *The Shetland Boat* (Shetland Heritage); and the paperback editions of *Intimate Universe* (Quercus) and *The Scientific Secrets of Doctor Who* (BBC Books). The 2017 edition of *Guide to Night Sky* (with Collins) saw sales of over 30,000 copies worldwide.



Catering

Our catering tender was completed this year and for the first time we will be uniting the sites under one caterer, Benugo. This is a very exciting time for catering with the opportunity to make the most of cross-promotion and to deliver a consistent and exceptional offer and service to all our visitors.



▼ The Meridian Shop at the Royal Observatory



Finance

Money matters

In 2016–17 the NMM's primary source of revenue funding was Grant-in-Aid from the Department for Digital, Culture, Media and Sport, with additional income derived from donations, sponsorship, admissions and trading activity.



Income increased to £123m, £93.9m up from the previous year, due to the unique donation from the Ministry of Defence of its art collection (valued at £73.5m) and donations received from HLF, the Art Fund and other individuals and Trusts towards our capital projects, as well as the acquisition of the Armada portrait.

The Museum received an additional amount of Grant-in-Aid this year to support the creation of four new galleries as part of the Endeavour project.

Admission income from our two temporary exhibitions, the Royal Observatory, *Cutty Sark* and the Peter Harrison Planetarium, together with our ever-growing Membership scheme, increased by £0.7m to £6.1m. This was also helped by increased visitors through our Travel Trade and Group schemes.

Our trading subsidiary continued to perform well and transferred its profit of £1.5m as Gift Aid to the Museum. The increase of £0.6m over the previous year is due to the inclusion of *Cutty Sark's* trading activities for a full financial year and increased sponsorship in support of the temporary exhibition programme.

INCOME	£m
Grant-in-aid	16.0
Gifts in kind – transfer of Ministry of Defence collection	73.5
Donations (including for the Armada Portrait and the Endeavour Project)	22.2
Admissions and Membership	6.1
Income from trading activities	3.1
Other	2.1

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

EXPENDITURE	£m
Acquisitions /donations to the Collection (Armada Portrait and Ministry of Defence collection)	83.1
Additions to fixed assets	13.6
Collections care & management	2.2
Exhibition & digital programmes	2.0
Education	1.6
Research & archive	1.3
Visitor Services	2.3
Estates management & maintenance	4.2
Fundraising	1.7
Communications & marketing	1.8
Trading activities	2.5
Support services	6.5
Depreciation	5.1

Supporters of Royal Museums Greenwich 2016–17

Government

The Department for Digital, Culture,
Media and Sport
The Heritage Lottery Fund

Major supporters

Arts Council England
Art Fund
Association of Science Discovery
Centres
BAE Systems
Boeing United Kingdom Limited
Charles Dunstone Charitable Trust
The Clothworkers' Foundation
The Foyle Foundation
Garfield Weston Foundation
The Headley Trust
HSBC
Insight Investment
Kristian Gerhard Jebsen Foundation
The Linbury Trust
Lloyd's Register Foundation
Clive Richards OBE DL and Sylvia
Richards
The Sackler Foundation
The Corporation of Trinity House
The Wolfson Foundation

and other supporters who wish to
remain anonymous.

The Armada Portrait

The Aldama Foundation
Art Fund
The John S Cohen Foundation
Drapers' Company Charitable Fund
Garfield Weston Foundation
J Paul Getty Jnr Charitable Trust
The Headley Trust
The Heritage Lottery Fund
The Leche Trust
The Linbury Trust
The Mercers' Charitable Foundation
The Ruddock Foundation for the Arts

and special thanks to over 8,000
generous supporters from 19 countries.

Endeavour Project

American Friends of Royal Museums
Greenwich
Baltic Charitable Fund
British Antarctic Territories
Charles Dunstone Charitable Trust
Charles Skey Charitable Trust
DCMS/Wolfson Museums and Galleries
Improvement Fund
Department for Digital, Culture, Media
and Sport
Dr Lee MacCormick Edwards Charitable
Foundation
John Armitage Charitable Trust
Kristian Gerhard Jebsen Foundation
Funded by the Chancellor using LIBOR
funds

Mark Pigott KBE KstJ FRSA
The Foyle Foundation
The Heritage Lottery Fund
The Marilyn Peterson Trust
The Wolfson Foundation
Transglobe Trust
United Kingdom Antarctic Heritage Trust

and other supporters who wish to
remain anonymous.

The Queen's House

Art Fund
Michael Kovacs
The Eyal and Marilyn Ofer Foundation
Urban Space Management
Lord Thomson
The Hartnett Conservation Trust
The Swire Charitable Trust

and the Patrons and Members' Annual
Appeal.

Trusts and Foundations

The John S Cohen Foundation; The
Lois Cumbers Charitable Foundation;
The Ellis Campbell Foundation;
Joseph Strong Frazer Trust; Inchcape
Foundation; The Nelson Society; The
Worshipful Company of Shipwrights;

and other supporters who wish to
remain anonymous.

Bequests

Marilyn L. Peterson; Keith Donald McBride

American Friends of Royal Museums Greenwich

Carl G. Berry; C. Richard Carlson; Gary
Glynn; Howard and Patricia Lester;
Robert Moore II; Jason Pilalas; James
Sherwood; David Wells; Lawson Willard.

Sponsors

BAE Systems
Boeing United Kingdom Limited
HSBC
Insight Investment

Corporate Members

The Baltic Exchange; BMT Group Ltd;
Chestertons; DP World; Howe Robinson
Partners; ING Bank UK; Hutchison Ports;
Liberty Speciality Markets; Lloyd's
Register Foundation; Meantime Brewing
Co Ltd; Novotel Greenwich; Pusser's Rum.

Corporate loan holders

Rathbones Brothers plc; Simpson,
Spence and Young Ltd.

Benefactor Patrons

Michael Brown; Rear Admiral Sir
Jeremy de Halpert, KCVO, CB; Gregory
Edwards; William Falconer; Charles
Hoare Nairne; Anthony Inder Rieden;
Alan Marsh; John Martin;
Jamie Matheson; Dr Ravi Mehrotra,
CBE; Professor Vaughan Pomeroy;

John Redman; Clive Richards, OBE, DL;
Ian Ridpath; Mr Paddy Rodgers &
Harriet Drake; Dick van Meurs.

Patrons

Izabella Andersson; John Asprey; Sir
Franklin Berman KCMG; Dr Anthony
Butler; Peter Christmas; Andrew Crisford;
Simon Davidson; James Day, Klaus
Diederichs; Anthony Dove; Robert
Elliott; Michael Else; Richard Everitt;
Dr Kevin Fewster AM; Nicholas Fisher;
Lieutenant Commander Paul Fletcher
(Rtd); Michael Gibson; David Hartnett;
Richard Hunting, CBE; Lord Robert
Iliffe; Lord Digby Jones; Denise Larnder;
Commander Peter Linstead-Smith, OBE,
RN; John Manser CBE; Pamela Marsh;
Jane Mennie; Robert Moore II; Lady
Juliet Mountevans; Alan Parker, CBE;
Jeremy Penn; W. Scott Perry; Spyros
Polemis; Merrick Rayner; Sir Alan Rudge,
CBE; Eric Shawyer, CBE; Chrissy Shipley;
Rear Admiral David Snelson, CB, FNI;
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grateful.*

**Appointed in September 2017*

Royal Museums Greenwich 2016–17

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During 2016–17 the Board of Trustees comprised:

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Brief biographies of the Trustees are available from www.rmg.co.uk

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The Executive team

During 2016–17 members of the Executive were:

Dr Kevin Fewster, AM

Director and Accounting Officer

Andy Bodle

Director, Operations and Human Resources

Anupam Ganguli

Director, Finance

Eleanor Harris

Director, Visitor Experience and Enterprises

(from 4 Jan 2017)

Mike Sarna

Director, Collections and Public Engagement

Kate Seeckts

Director, Development

Richard Wilkinson

Director, Enterprises (to 18 October 2016)



► (Left to right) Quintin Colville, Curator of Naval History; HRH Prince Philip, Duke of Edinburgh; Dr Kevin Fewster, Director of Royal Museums Greenwich

Forthcoming major exhibitions and openings



DEATH IN THE ICE

National Maritime Museum

July 2017 – January 2018

A major new exhibition exploring the unsolved mystery of Sir John Franklin's fatal last journey into the Arctic. With new forensic research and the superlative collections of both the National Maritime Museum and the Canadian Museum of History, *Death in the Ice* will begin to answer questions about what exactly happened to those men on their fateful journey to the Arctic in 1845.

The exhibition will also bring to the foreground the significant role played by Inuit oral testimonies in discovering the fate of the Franklin expedition and the location of the lost ship *Terror*.



GREAT BRITISH SEASIDE

National Maritime Museum

March 2018 – September 2018

A major exhibition celebrating the nation's love affair with the seaside. Featuring over 100 photographs by Tony Ray-Jones, David Hurn, Martin Parr and Simon Roberts, this exhibition will reveal and explore our changing relationship with the seaside over the last six decades and will hold up a critical and affectionate mirror to a much-loved, quintessentially British experience.

Contact us

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