



ROYAL
MUSEUMS
GREENWICH

rmg.co.uk



Annual Review 2018-19

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



Contents

Chairman's Foreword	4
Director's Review	6
Our Year in Numbers	12
Bringing the Collection to Life	15
Stewardship	27
Connecting with our Audiences	37
Making it Happen	49
The Board of Trustees and Executive Team 2018-19	62

◀ Children celebrate Chinese New Year at a fantastic dragon dance workshop in the National Maritime Museum.

Chairman's Foreword

The Board of Trustees noted with pleasure the 70th anniversary of His Royal Highness The Duke of Edinburgh's appointment on 19 June 1948 as a Trustee of the National Maritime Museum, and now as the Museum's Patron. I am pleased to record the gratitude of all of us involved with the Museum for Prince Philip's immense and constant support and encouragement of the Museum's endeavours as custodian of the UK's great maritime heritage.

On 19 September 2018, Sir David Attenborough, an Honorary Commodore of the National Maritime Museum, did us the honour of opening our four new permanent galleries and remarked to the audience, 'You're in for a treat. The new galleries are absolutely fabulous.' The new galleries present over 1,100 hitherto unseen collection objects; increase our permanent display space by 40%; create new visitor routes and museum narratives which, together with improvements to other public spaces across the Museum, vastly improve the experience for the 2.65 million people visiting us annually.

These galleries form the culmination of our hugely

successful Endeavour project which has occupied us all for the past four years. The Endeavour project was the creation of Kevin Fewster who has directed Royal Museums Greenwich since 2007 but who is now standing down.

The Trustees and I wish to record our gratitude to the Director by listing here some of the major achievements over the period. These include the creation of the Sammy Ofer Wing, with its bespoke Caird Library and Archive, and the programme of critically acclaimed exhibitions that the Wing has facilitated; our involvement in the London 2012 Olympics; Her Majesty The Queen's consent to use the name Royal Museums Greenwich; and the integration of *Cutty Sark* into

the institution. We have upgraded the Peter Harrison Planetarium, developed the Royal Observatory as a centre for public education and brought astronomical research observation back to the Royal Observatory in the Altazimuth Pavilion.

The magnificent conservation work undertaken in the Queen's House to mark the building's 400th anniversary in 2016, the creation of our state-of-the-art Prince Philip Maritime Collections Centre at Kidbrooke and the transformation of the National Maritime Museum visitor experience with a suite of four magnificent new permanent galleries are accomplishments we share together.

► Michael Ellis, then Minister for Arts, Heritage and Tourism, and Ros Kerslake, CEO of the National Lottery Heritage Fund, alongside Sir David Attenborough, greeting Robbie Ataoa whose ancestral *taonga* is on display in 'Pacific Encounters'.



We have also enhanced our pre-eminent collections through acquisitions such as Yinka Shonibare's *Nelson's Ship in a Bottle*, George Stubbs's 'Kongouro' and 'Dingo' paintings, the 'Armada Portrait' of Elizabeth I and the impressive scholarship they have triggered.

Our commercial activities have flourished and, equally importantly, we have built a

strong and committed Members and Patrons programme.

As we work towards the appointment of a new Director, the Trustees and I are pleased to record that all this is the work of our many staff, volunteers and supporters. I should also like to thank in particular the Trustees, who are all volunteers, for the great expertise and commitment

they bring to the Museum. This year, Dr Fiona Butcher, Dr Helen Czerski and Professor Julian Dowdeswell were appointed to the Board by the Prime Minister. The Trustees were also pleased to approve the new Corporate Plan for 2019–23, entitled *Building on our Success*.

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

Director's Review

I am very pleased to report that Royal Museums Greenwich retained its place in the 2018 Association of Leading Visitor Attractions table as the UK's 10th most visited attraction and the highest visited attraction outside central London. We achieved our second highest ever visitation figures in the year 2018–19, welcoming 2.65 million visitors (4% above last year) to our four public sites. This was particularly boosted by the number of visits to our four new galleries which drew a high number to Greenwich over the latter half of the year.

In addition to this, we welcomed record visitor numbers at the Royal Observatory and the Queen's House. The Caird Library and Archive also recorded over 6,000 onsite users for the first time. This figure is especially pleasing as it surpasses the target figure we set in our 2008 HLF bid to relocate the Library and Archive facility into the new Sammy Ofer Wing.

Our online performance was equally strong. Total website visits were a record 5.689 million (28% up on last year). Our Lunar Eclipse webpage reached the No.1 spot on Google for UK lunar eclipse searches and drew a record 358,000 views. Our social media followers increased by 31,000 (120% above our growth target) to 189,000, and RMG Facebook followers now

exceed 80,000 for the first time. Our video series following Mat Collishaw's Elizabeth I 'The Mask of Youth' was viewed 1,237,000 times on Facebook and the online films relating to our four new galleries were viewed 686,000 times.

The highlight of our acquisitions this year was the donation of the Colville archive collection, an important and comprehensive collection of papers from a prominent dynasty of navy and army officers which hasn't until now been seen by the research community. The papers cover the naval and military careers of no less than 11 members of the Colville family over a period of 300 years.

Much of my final year at Royal Museums Greenwich has been

► Kevin Fewster next to George Stubbs's *The Kongouro from New Holland*, one of the most important acquisitions for the National Maritime Museum in recent years.

focused on our extraordinary struggle to bring the RMS Titanic collection into the national collection for the benefit of the public. Following the bankruptcy of the commercial owner in the USA, we led a team consisting of the Titanic Foundation Ltd, Titanic Belfast Ltd, the National Museums and Galleries of Northern Ireland and a specialist team of US lawyers, for whose pro-bono work we are immensely grateful, as we are for the support of our Minister at the Department for Digital, Culture, Media and Sport. Though we tried enormously hard to achieve the best outcome for the collection and Britain's maritime heritage, ultimately we did not succeed. Despite the result, the Trustees and I did exactly the right thing in trying to bring this collection intact into public ownership in the UK for posterity.



The Endeavour project is now completed. The total project cost £27.0m of which £25.4m was raised from external sources and philanthropists. It is thus very pleasing to report that the project was funded with no net drawdown from the Museum's

Development Fund. My heartfelt thanks go to all the generous supporters who made this possible.

It has been a privilege to lead this great museum over the past twelve years and to work with

such talented and dedicated staff, volunteers, trustees and supporters. Thank you.

Dr Kevin Fewster, A.M., Director

Royal Museums Greenwich



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.

Royal Observatory

Home of space and time, the Greenwich Meridian Line, awe-inspiring astronomy and London's only Planetarium.



The Queen's House

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



Cutty Sark

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



Prince Philip Maritime Collections Centre

Our state-of-the-art storage facility and conservation studio, based in Kidbrooke.

Our Year in Numbers

2.65 million visitors across all sites



5.6 million+ website visits



450,000 learners across all sites



1,200+ objects conserved

800 mega-rolls of toilet paper stockpiled as Brexit contingency

40% more National Maritime Museum gallery space



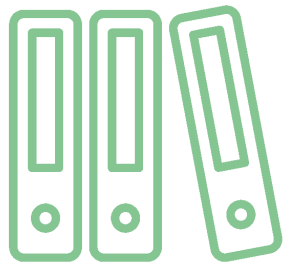
11,500+ single-use cups saved from landfill by staff using reusable cups

1,100 additional objects on display in National Maritime Museum



185,000+ social followers

6,400+ Caird Library and Archive users on site



19,000+ library items catalogued and made available for research



3,500 pieces of media coverage, reaching a circulation of 1.75 billion+ worldwide



775,000+ page views of digitised collection content



40,000+ hours given by our volunteers





Bringing the Collection to Life

Exhibitions and Displays

The Endeavour galleries

This year saw the launch of four new permanent galleries at the National Maritime Museum – 'Tudor and Stuart Seafarers' Pigott Family Gallery; 'Pacific Encounters' Sackler Gallery; 'Polar Worlds' Kristian Gerhard Jebsen Gallery and 'Sea Things' – which were opened in September by a long-standing National Maritime Museum Honorary Commodore, Sir David Attenborough. Generously

◀ Visitors examine Pacific traditions and history in 'Pacific Encounters'.

funded by the National Lottery Heritage Fund, private individuals and foundations, these galleries showcase over 1,100 additional objects from our collection, increase our permanent display space by 40%, provide new stories and interpretations, and improve visitor routes, vastly enhancing the experience for the 1.2 million people who visit the NMM each year.

These ambitious galleries span 500 years of maritime history. They tell the stories of the men and women who ventured beyond Britain's shores in their

desire for knowledge, riches, conquest and adventure. They also explore how contact between different peoples irrevocably changed lives, and how we continue to be shaped by the legacies of these encounters.

There were over 750,000 visits to the Endeavour galleries in the first six months of opening



The galleries have transformed the way we work. In their development we invited local, regional, national and international communities to help us unlock the potential of our rich collections. Local schools (St Stephens Primary School, Linton Mead Primary School), colleges (Southend Adult Community College, Newham College of Fashion), community groups (Caribbean Social Forum, Ngāti Rānana London Māori

Club, Mashpee Wampanoag Tribe of Massachusetts, the Inuit community in Nunavut) and societies (Girlguiding, Action for Refugees in Lewisham) all helped us select the objects displayed and tell stories which represent the multiple perspectives of Britain's maritime history. This helped us create four inspiring new spaces with consultation, collaboration and co-curation at their very heart.

Immersive, sensory exhibition design by Casson Mann, brought these multiple perspectives alive for the Museum's audiences. The galleries were conceived to have a strong 'sense of place', with each being environmentally different to the next. This was complemented by distinctive lighting design, an elegant graphic identity and original interactive and audiovisual interventions.

◀ 'Tudor and Stuart Seafarers' showcases Britain's emergence as a maritime power through key events and personalities of the 16th and 17th centuries.

Since the galleries opened, dwell time in the Museum has increased by an impressive 6%

Press response to the Endeavour galleries has been overwhelmingly positive and visitor satisfaction is now at an all-time high of 99%. The National Maritime Museum's VisitEngland Visitor Attraction Quality Scheme

(VAQAS) score is now a gold standard of 92% and we are delighted that the Endeavour galleries were shortlisted for Permanent Exhibition of the Year at the 2019 Museum + Heritage Awards.

▼ Visitors engage with one of several new interactive displays in 'Polar Worlds'.





▲ A visual spectacle of over 600 objects are on display in 'Sea Things'.

► Our Enrichment programme vastly improved the visitor welcome with a new one-stop 'welcome hub'.

National Maritime Museum Enrichment

Alongside the new galleries we delivered an ambitious 'Enrichment' project; a series of interior design interventions in the main welcome, orientation and circulation spaces at the National Maritime Museum. Guided by the visitor-focused

ethos and design quality of the new galleries, these improvements enhance our visitor experience and make wayfinding around the Museum easier and more intuitive. The project responds to the creation of new visitor routes around the Museum made

possible by the new Endeavour galleries. Imagery on the signs gives visitors a taste of what can be found, and as well as assisting navigation for non-English speaking visitors. This intuitive wayfinding scheme and design was awarded gold at the Transform Awards Europe in March.





**Insight Investment
Astronomy Photographer
of the Year**

To celebrate the tenth year of the Insight Investment Astronomy Photographer of the Year competition, we created a new Photography Gallery at the National Maritime Museum. The exhibition showcases the most spectacular space photography of its kind shot by astrophotographers worldwide and this year it included a retrospective of some of the best images from previous years alongside the 2018 winning images. This exhibition is generously sponsored by Insight Investment.

We also launched a People's Choice vote for the first time, receiving 23,000 votes online and in the gallery, and the 2019 competition, which closed in March, has received the highest ever number of entries for the competition. Meanwhile the Astronomy Photographer of the Year tour has exhibited in New York, Florida and Yorkshire, with further venues secured for next year. We are also pleased to report that the special exhibition shop, designed to complement the new exhibition space, was shortlisted for the Museums + Heritage Awards Shop of the Year.

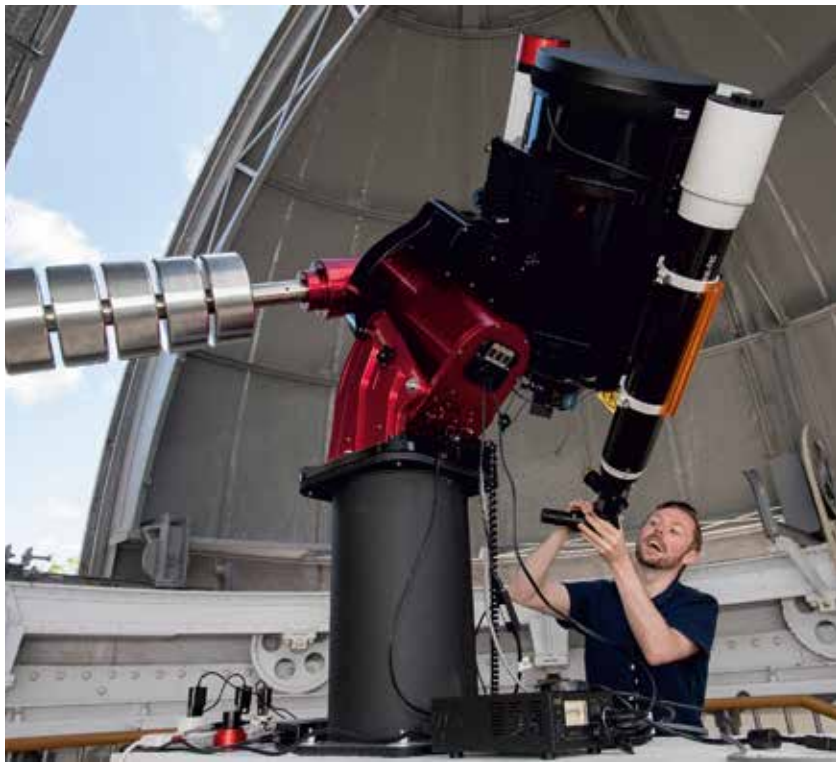
◀▼ Visitors at the opening night of the *Insight Investment Astronomy Photographer of the Year* exhibition. Below: the special exhibition shop.



**Annie Maunder
Astrographic Telescope**

Modern, research-grade telescopes were installed in the newly restored 19th century Altazimuth Pavilion at the Royal Observatory in June 2018. Funded by a highly successful Patrons and Members appeal, the Altazimuth Pavilion now houses a suite of four state-of-the-art telescopes, collectively called the Annie Maunder Astrographic Telescope (AMAT). The greatest opportunity for these telescopes lies online; captivating images of the Universe will be able to reach a global audience, bringing astronomy at Greenwich to the world.

▼ Children enjoy the launch of *Ted's Space Adventure*, our new Planetarium show for under-5s. It certainly keeps our youngest visitors entertained!



▲ Royal Observatory staff member Brendan Owens operates the AMAT, which has made the Royal Observatory a working observatory again for the first time in 60 years.

**The Peter Harrison
Planetarium**

The planetarium was visited by 201,016 members of the public. 42,000 of these were school visitors. At the start of the year, *Ted's Space Adventure*, a new show for young children, was released, which has been a roaring success. Following computer and software upgrades, we're working hard on redeveloping our entire repertoire of shows for schools and the public.



Cutty Sark

2019 marks *Cutty Sark's* 150th anniversary. A year-long programme of events and celebrations at the *Cutty Sark* began in February, 150 years since the signing of the contract to build the ship. Anniversary celebrations were kick-started by a Channel 5 documentary – '*Cutty Sark: 150 years of war and speed*' – in January. In March an on-board concert was given by the BBC Singers, who worked with world music fusion

band Kabantu to produce a programme of music with links to the countries the tea clipper visited on its early trade voyages.

In May, *Cutty Sark* was named runner-up in the Best Landmark in Greenwich/Woolwich category at the Time Out Love London Awards, and in February the ship was named Best Family Attraction at the Tiqets Remarkable Venue Awards.

▼ 40 new signal flags were commissioned to dress *Cutty Sark* for the 150th anniversary year, honouring the tradition of dressing ships with flags during periods of celebration.



The Queen's House

The popularity of the Queen's House continues to increase year-on-year with visitor numbers at a record high. The Armada Activity Plan has gathered pace, with high profile collaborations with international artists Mat Collishaw, Susan Derges, Christopher Green and Bettina von Zwehl each responding in exciting and thoughtful ways to the Armada Portrait and the life history of Elizabeth I. These commissions have allowed us to

grow new audiences and attract wider media attention for the Queen's House. The Armada Activity Plan has allowed us to collaborate, host and work with local community groups, including elders from Entelechy Arts, young women from local secondary schools and dads from local children's' centres. We have also created new higher education partnerships, through which more than 1,000 Ravensbourne students have visited the Queen's House and

nearly 100 have been actively involved in live briefs.

The Construction of an Icon project has also gathered pace this year. Construction of an Icon is a performance, a creative design and a community project in which award-winning performer Christopher Green brings his unique approach to a very 21st century interpretation of Elizabeth I. These activities were supported by the National Lottery Heritage Fund.



Estate and grounds

Buildings on our World Heritage Site require constant maintenance and care, however, we are also striving to improve our efficiency and sustainability with new projects. This year, as

▲ Important restoration work on the Altazimuth Pavilion, which dates back to 1899, was completed this year.

◀ The remarkable performance artist Chris Green in the formidable role of Queen Elizabeth I, as part of the Construction of an Icon project.

part of the Endeavour project, we commissioned and integrated state-of-the-art plant and conditioning systems to ensure energy efficiency in our new galleries.

Our Estates and Facilities team also worked hard on the refurbishment of the Meridian Building and Altazimuth Pavilion at the Royal Observatory, the external redecoration of the Park Row Wing, the installation of new and more efficient boilers at the Brass Foundry and an impressive new lighting scheme on Cutty

Sark. The staff accommodation refurbishments associated with the Endeavour project were very well received and contributed towards a working culture change for the better.

This year the high standard of care for our grounds was recognised with two external awards: Green Flag accreditation and London in Bloom, and we worked with the environmental consultancy LUC to develop a 15-year landscape master plan for the National Maritime Museum site.



Stewardship

Acquisitions

This year has been particularly rich in acquisitions of contemporary objects which reflect our relationship with the sea, as well as themes of race, identity, colonial encounters and power relations.

The Great British Seaside exhibition of photography brought the opportunity to acquire photographs from Simon

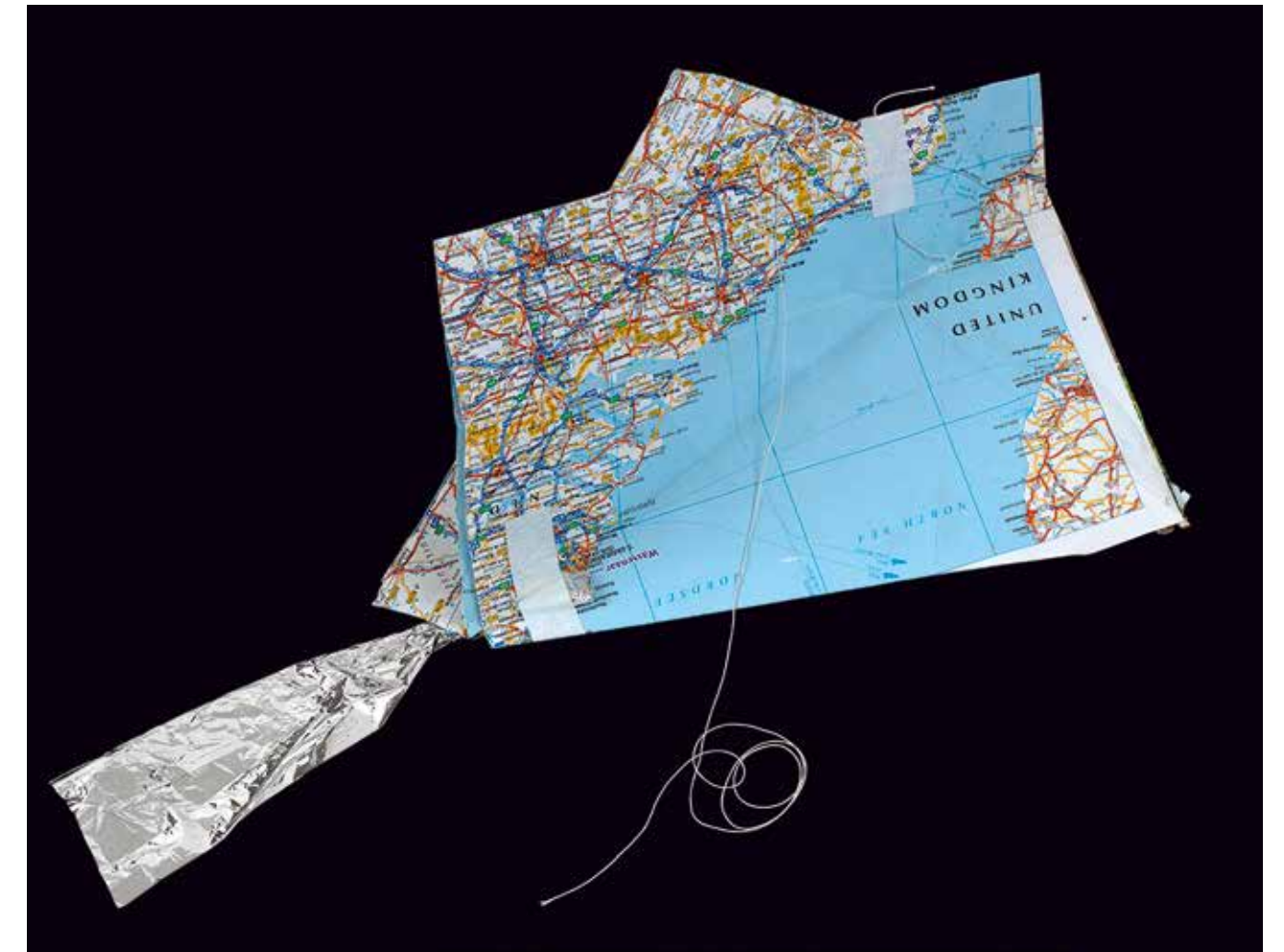
Roberts's *We English* (2007–08) and *Pierdom* (2010–13) series', and nine new works by Martin Parr, the latter part of a group specially commissioned by the Museum for the exhibition. Together, these images document British people's enduring affection for the coast and seaside leisure, across diverse communities in Great Britain.

◀ 'Sea Things' has over 150 ships' badges on display, providing limitless inspiration for school groups to design their own badges!

work by the renowned American landscape photographer, Thomas Joshua Cooper, who maps the furthestmost edges of continents and the oceans.

Christy Symington's bronze bust of *Olaudah Equiano – African, slave, author, abolitionist, 1745–97* (2006) commemorates a leading figure in the abolition of the slave trade. Rebecca Jewell's intricate printed feathers collage, *Captain Cook's Headdress* (2017–18), reflects on the history of visual and material exchange

Thanks to the Contemporary Art Society and the American Friends of Royal Museums Greenwich, the Museum acquired a major



▲ Kite made from a road map, created in the Calais refugee camp 'the Jungle'.

◀ An important acquisition: a bronze bust by Christy Symington entitled *Olaudah Equiano – African, slave, author, abolitionist, 1745–97*.

between the peoples of the Pacific and European explorers.

An Art Fund New Collecting Award project to build a collection of contemporary maps relating to forced migration has continued. This has included the acquisition of a kite made from a road map in the Calais camp known as 'the Jungle' (2016). It was made during a session facilitated by Art Refuge UK, an organisation which worked with refugees in the camp.

An important addition to our Archive holdings is the acquisition of papers of the Colville family. This large and important collection relates to a prominent naval and military family covering a period of over 300 years. They address almost every major naval campaign from the War of Jenkins's Ear in the 1730s, through the Seven Years War, the French Revolutionary and Napoleonic Wars, various 19th-century naval engagements and both World Wars.

Conservation

Our dedicated conservators and conservation technicians contributed to the installation of over 1,100 objects in the delivery of the four new National Maritime Museum galleries. The opening of the galleries marked the culmination of four years' preparatory work, with the project offering the opportunity to work on a broad range of objects ranging in scale and complexity from the largest globe in our collection to a wedding ring owned by Nelson's daughter Horatia.

Following the delivery of the Endeavour project, we turned our attention to a range of 'collection needs' projects. Objects characterised as 'collections needs' are actively deteriorating or showing signs of early stages of deterioration. Alongside the improved condition of the collection these projects present opportunities for skills development, training and conservation research. We continued to support the

active loans and acquisition programme and began working on objects which will be displayed in our exciting upcoming exhibition, *The Moon*.

We hosted 9 student placements, 3 internships and 22 volunteers. Between them, the volunteers dedicated an incredible 2,098 hours to the Museum, cleaned over 2,816 objects on open display and assessed and re-housed over 500 rolled ship plans.

In March, the first group visits to the Conservation studios were launched at the Prince Philip Maritime Collections Centre, showcasing the new facilities and providing a behind-the-scenes view of conservation in action.

► The Conservation department conserved 1,271 objects; condition-assessed 1,644, improved the re-housing of 841, and designed and completed the manufacture of over 500 mounts.



Collections Management

Since the Prince Philip Maritime Collections Centre opened to researchers in June, we've been able facilitate requests to access our collections from UK and international researchers and fellow museum professionals for private research, to discuss collections storage and moves management and operational planning linked to the collections.

The installation of objects in our four new galleries was completed on schedule over a four-month

period. Logistical planning to prepare, group, move and install 2D and 3D objects from the Prince Philip Maritime Collections Centre to the galleries was the culmination of two years' work. Our two biggest installations were an ice saw (5.2 m length; weight 60 kg) in 'Polar Worlds' and a Fijian *drua* (8 m x 2.3 m length; weight 400 kg) in 'Pacific Encounters'.

Working with community and education groups to plan the installation of their commissions

in the galleries has been rewarding. We worked with artists collective Nga'ti Rangi i Waho of Nga'i Tamanuhiri to plan and co-ordinate transport and assist with the installation of their commissioned artwork for the 'Pacific Encounters' gallery. This was the final object to be installed.

▼ Visitors can get up close to this beautiful example of Fijian craftsmanship: a double-hulled *drua* (sailing canoe), in 'Pacific Encounters'.



Research and Information



One highlight of the year was the Trustees' approval of both a new Research Strategy and Collections Development Policy, two key strategic documents which will form the basis of the Research and Information department's work in the coming years.

The focus for much of this year was the Endeavour project, with curators carrying out research and writing, selecting objects, inputting to gallery design and taking part in consultation internally and externally. Curators from the Art and History of Science teams were also closely

involved in the forthcoming exhibition *The Moon*, marking the 50th anniversary of the lunar landings.

2018 also saw the end of the First World War centenary commemorations which was marked by a major three-day conference *The First World War at Sea: Conflict, Culture and Commemoration*, attracting 110 delegates and speakers from the UK and abroad including many leading experts in their fields.

The programme of HLF-funded projects linked to the acquisition

▲ The fascinating *Mask of Youth*, with creator Mat Collishaw, a remarkable temporary addition to the contemporary artwork on display in the Queen's House.

of *Elizabeth I, the Armada Portrait* has gathered speed during the year. Highlights included the contemporary artwork *Mask of Youth* by Mat Collishaw, the Construction of an Icon events with actor Chris Green and partnerships with Trinity Laban and Ravensbourne University.

'I wrap up my research visit today at the Caird. I had a fabulous visit. All of you have been marvellous and I've learned so much from your collections.'

Caird Fellow



A new round of Caird Fellowships were appointed and the Museum Research Group is leading a new AHRC Collaborative Doctoral Partnerships proposal with partners including the National Trust and Historic Royal Palaces. The annual series of lectures and seminars in the Queen's House, at the Institute of Historical Research and in the Caird Library have also again been popular.

UK Maritime Heritage Forum

Since 2008, the Museum has supported the UK Maritime Heritage Forum (UKMHF), an annual conference bringing together representatives of

◀ Curator of Time Emily Akkermans presents a research seminar on chronometers at sea in the Caird Library.

▼ Jeff James, CEO of The National Archives, awards Director Kevin Fewster certification of Archive Service Accreditation status.

over 100 maritime museums, organisations and historic vessels from across the country. The UKMHF is now a highly valued knowledge-sharing and networking event for the UK maritime heritage sector, and our leadership and practical coordination of the UKMHF reflect the Museum's leadership role within the sector. Having taken place all over the country since its inception, the 2018 conference was hosted by the Museum for the first time.

Caird Library and Archive

During the year the Caird Library and Archive attracted over 6,400 visitors, and digital content from library collections continued to support research remotely with an average of around 80,000 page views every month. In January, the Museum achieved a major milestone when it was awarded Archive Service Accreditation status by The National Archives.





'I would like to say a big thank you for the Open Day you organised ... It was a great pleasure to see ancient documents and maps close up rather than behind glass, and the staff who explained it all were so interesting, approachable and fun.' Visitor

Connecting with Our Audiences

Public Engagement

Learning programmes at Royal Museums Greenwich are delivered by specialist teams at our five sites. In all, we welcomed over 450,000 learners this year.

Learning at the National Maritime Museum

Our aim is to support audiences to learn more effectively through the objects, themes and sites of the Museum to develop critical thinking, make personal connections and explore the influence of maritime histories and legacies on their lives.

Learning programmes at the National Maritime Museum reached 100,000 learners. Programme highlights include our Chinese New Year event, which attracted nearly 8,000 people, double the number of visitors for a normal Saturday.

This is our sixth year as part of the Schools and Museums Programme funded by Arts Council England and the Department for Education, and we continued to work in partnership with Time and Tide

Museum in Great Yarmouth to create innovative approaches to teaching literacy. This year the programme supported 3,000 pupils.

We also introduced a new volunteer programme called 'Story Merchants', created a new set of self-directed resources for families and launched four new sessions for schools to support the Endeavour galleries.

◀ African performing-arts group Bantu Arts put on a magnificent show on International Slavery Remembrance Day.



Endeavour Galleries Learning Project

The Endeavour Galleries Learning Project was delivered by our learning team and aimed to create sustainable collaborations and meaningful experiences for our audiences which informed the development and delivery of the new permanent galleries and associated programming at the National Maritime Museum.

A multi-layered programme of activities was created and delivered in collaboration with a range of audiences, to enable a more inclusive, empowering and relevant space for people to connect to and learn from Britain's maritime histories.

This year we worked with over 30 local, national and regional partners, involving nearly 30,000 participants, with outcomes which appear in or have informed the gallery interpretation.

We hosted a diverse weekend of activities to launch the new galleries in September. Attended by 2,000 people, these events included performances by Norwegian Sami musician and composer Torgeir Vassvik in the traditional Sami practice of the joik, vibrant dance by dance group Beats of Polynesia and the playing of explorer John Rae's fiddle by Orcadian musician Jennifer Wrigley in the 'Polar Worlds' gallery. The weekend

provided both a thank you to the hundreds of community participants we have worked with in the development of the new galleries and a celebration to showcase our transformed working practice.

Our national partnership projects were successful in increasing our reach and raising awareness. This included Collection Stories, a collaboration with four other museums, to bring new perspectives on the national collections through object loans and targeted audience development programmes. The project involved over 6,000 participants and the displays attracted 203,000 visitors.

Science learning at the Royal Observatory

Our Science Learning team continues to shape best practice in the UK science communication, education and public engagement sectors through its growing Presenter Network, with 400 members in 150 organisations and hubs in Oxford, Cambridge, Birmingham, Leicester and Edinburgh. Our astronomy-related press and media work has helped to maintain a strong print, web, radio and TV presence, further

◀ A vibrant dance and vocal show by performance artists Beats of Polynesia.

▼ Visitors enjoy one of a series of sold-out lectures, part of the Astronomy and Islam programme.

enhanced by staff publications for Insight Investment Astronomy Photographer of the Year 2019 and *Moongazing*.

The Astronomy team delivered programmes to over 40,000 members of the public, ranging from family workshops to adult courses. Using the new Annie Maunder Astrographic Telescope (AMAT) and other instruments, the team delivered live stream astronomy events viewed by 193,000 people around the world. Our monthly Astronomy and Islam programme engaged over 1,000 members of the Muslim community in moonsighting and lunar science, with similar successes feeding into the launch of our weekend community engagement programme next year.

In addition, the Astronomy Education team delivered programmes to nearly 45,000 school visitors, from early years to post-16 students, as well as delivering regular GCSE Astronomy classes, out-of-school-hours Think Space lectures and off-site outreach in London schools for many more. The animated educational videos were viewed over 15,000 times. More than 150 teachers attended teacher training sessions onsite and over 1,800 participants took part in our 'Teaching Primary Science' MOOC (Massive Open Online Course). The team also lay the groundwork for a more focused SEND (Special Educational Needs & Disabilities) offer in the coming year.





Learning on board *Cutty Sark*

There were a number of new additions to the *Cutty Sark* learning programme. In September, we launched the new KS2 STEM session, Sailors and Stevedores, which has proved popular. We also ran digital workshops for the first time, including animation workshops over October half term and LEGO Robotics workshops with engineering after-school club provider Engineering Minds over February half term.

Between October and February, the team worked on the 'All-

Over Dressed' project. During periods of celebration, ships are traditionally 'dressed overall' with maritime signal flags, so to celebrate *Cutty Sark*'s 150th anniversary, local schools and community groups have worked with artists to create a set of original flags to dress the ship, which will be on display on the ship during the 150th anniversary year.

In total the *Cutty Sark* learning programme engaged over 56,500 people: 11,500 through the schools' programme and 45,000 through the family learning programme.

◀ Our new Dockworker characters at *Cutty Sark* tell tales about the cargoes that came into London and the hard life of a dockworker.



Learning at PPMCC

The Prince Philip Maritime Collections Centre (PPMCC) has embarked on its public engagement programme, offering the opportunity to delve into the collection and discover how objects are cared for. Based in Kidbrooke, one of the aims of PPMCC is to act as a cross-borough community hub reaching out to areas disengaged from maritime Greenwich. We are currently building ties and working closely with local groups and societies to develop a series of community open days, weekend and evening workshops and events based around the collection for the local community to enjoy.

The schools programme had its public launch in March. We aim to draw on the expertise based at PPMCC and share this knowledge in a creative and immersive environment under the banner 'where art and science collide'. From early year literacy classes, inspired by objects from our collection, to the understanding of how molecular chemistry is applied in conservation, our programmes focus on delivery across core curricular subjects.

In addition, a pilot series of tours were launched in March, including a highlights tour, exploring some of the key treasures in our collection, and in-depth curatorial and conservation-led specialist tours, each showing a wealth of objects and artefacts from our collection. These programmes will expand as we move through 2019–20.

Students from the New Museum School at a workshop on the intricacies of globe-making. Our workshops bring people together to develop skills inspired by the collection.



Media Engagement

Royal Museums Greenwich enjoys a strong media profile both in the UK and internationally. Total media coverage during 2018–19 was over 3,500 pieces across broadcast, print and online media with a circulation of over 1.75 billion worldwide. Highlights of 2018–19 included:

Endeavour galleries

The opening of the National Maritime Museum's four new galleries received a positive response from the media. Broadcast coverage included Channel 4's Sunday Brunch and BBC Radio 4's Front Row. To date, the circulation figure for the media coverage is over 18 million.

The Great British Seaside

The Great British Seaside held wide media appeal, and was covered across national newspapers, consumer and specialist media. Highlights of the print and online coverage included four-star reviews in the *Daily Telegraph*, *Londonist* and *Time Out* and Critics' Choice in press such as the *Observer*, *FT* and *Sunday Telegraph*.

Annie Maunder Astrographic Telescope (AMAT)

In June, the Royal Observatory's new Annie Maunder Astrographic Telescope appeared across national news programmes, print and online media including BBC2's *Newsnight* programme, BBC Radio 4, BBC World Service and BBC Breakfast.

Mat Collishaw

In October, the media articles and reviews for Mat Collishaw's new art installation *Mask of Youth* in the Queen's House, included a feature in the *Daily Telegraph*, four-star reviews in the *Guardian* and *Londonist* and a film by BBC Culture. Media circulation reach was over 16 million.

▼ We enjoyed plenty of press attention following the installation of the new Annie Maunder Astrographic Telescope.



Insight Investment Astronomy Photographer of the Year 2018

Once again the annual competition received excellent coverage. Over 400 UK and international media pieces appeared on TV, print and online reaching a worldwide audience of over 150 million.

► A striking 6-metre high poppy sculpture on the north lawn of the National Maritime Museum, marking the 2018 Poppy Appeal.



Astronomy news

Our astronomers featured frequently in the media discussing various astronomical news items across national and international news, magazine and science programmes. This year they have appeared in over 290 media pieces including BBC2's *Heir Hunters*, BBC Breakfast, Channel 4's Sunday Brunch, and even got to review the new *Doctor Who* series for BBC1's *Points of View* programme. In July the first lunar eclipse event generated over 100 print, broadcast and online pieces

featuring our astronomers. The second lunar eclipse event, in January, was even more popular, gaining over 170 pieces of coverage across national broadcast, print and online media, reaching an audience of over 77.5 million.

Poppy Appeal

In October and November, we collaborated with the Royal British Legion on their First World War Centenary Poppy Appeal. The launch media event was held on the National Maritime Museum grounds. Coverage appeared in

all national newspapers and on broadcast channels such as BBC, ITV and Sky News.

Cutty Sark 150

In early January, to kick-start the *Cutty Sark*'s 150th anniversary year, '*Cutty Sark: 150 years of war and speed*' (Channel 5) and '*Impossible Engineering*' (UK TV's *Yesterday*) were broadcast. Within the following three weeks, the ship also featured on three BBC radio programmes and BBC London News. It was a great start to the 150th anniversary year celebrations.

Marketing

In 2018–19 we delivered a broad range of activity to engage audiences with our topics and encourage visitation to our sites.

Campaigns

Attracting over 2.65 million visitors across the year, our marketing campaigns reached out to domestic, international and family audiences. Highlights included the success of our international audience campaign, resulting in a 6% uplift in overseas visitation in 2018–19. Alongside this, major campaigns promoted our special exhibitions *The Great British Seaside* and *Insight Investment Astronomy Photographer of the Year*, showcasing ten years of awe-inspiring astrophotography. We celebrated the launch of the four new permanent galleries at the National Maritime Museum with activity focused on attracting a more diverse, local audience to our sites. We also launched a new families campaign, resulting in a 23% annual increase in family attendance over school holiday periods.

Digital activity

2018–19 was an exceptional year for digital activity. We saw growth across all of our digital channels and drove record visitation to our websites, with over 5.6 million visits for the year. Of particular note was our innovative new series of 'Space Lives', which broadcast major astronomical events to online audiences worldwide through Facebook Live. Combining live-streams, expert commentary and user-generated content with SEO strategy and press channels to drive awareness, the programme was a great success. There were over 310,000 people reached, 193,000 views, 100,000 engagements, 360,000 visits to web-related pages, No. 1 ranking on Google, and engagement rates higher than any other museum in the world.

The programme also won 'Best Cultural Institution' at the Shorty Awards, recognising the best in social media across the globe.

Brand

The roll-out of our brand strategy and visual identity drove significant improvements to the visitor experience at our sites. A new, award-winning wayfinding system was introduced at the National Maritime Museum as well as improvements at the Royal Observatory and *Cutty Sark*. Next year will be focused on rolling out new audience segmentation across the organisation to ensure we're shaping our offer to best meet the needs and motivations of our visitors.

► The marketing campaign to support our new galleries focused on encouraging local family audiences to explore the Museum.



ROYAL MUSEUMS GREENWICH

rmg.co.uk

Discover four free new galleries at the National Maritime Museum

Royal Museums Greenwich
National Maritime Museum | Royal Observatory | Cutty Sark | The Queen's House
Cutty Sark Greenwich (only 8 minutes from London Bridge) Greenwich Pier

LOTTERY FUNDED



Making It Happen

Visitor Experience

We continued to delight our visitors during 2018–19, achieving visitor satisfaction scores that were well ahead of the sector average:

- **Overall enjoyment: 92%**
- **Satisfaction: 97%**
- **Value for money: 90%**
- **Net Promoter Score: 75**

◀ Visitors observe the sky through the Great Equatorial Telescope at a Valentine's Evening with the Stars event.

Our annual Visitor Attraction Quality Assurance Scheme (VAQAS) assessment by Visit England saw Royal Museums Greenwich achieve record scores for its visitor experience with a Gold Standard at the National Maritime Museum for the first time, with a score of 92%. The Queen's House score increased to 88%, narrowly missing the Gold level; *Cutty Sark* rose from 84% to 86% and the Royal Observatory from 76% to 80%.

Cutty Sark won Best Family Attraction at the Tiqets Remarkable Venue Awards, which

was awarded to the attraction with the highest ratings and reviews from tourists from more than 130 countries.

The new galleries at the National Maritime Museum have proved to be a popular addition, with visits by three quarters of the museum's visitors. Research shows these visitors are more likely to stay longer in the Museum, see more exhibitions and say they will revisit.



Enterprises

We achieved record levels of self-generated income in 2018-19 with a 16% growth.

Admissions

We are pleased to report that visitor numbers across all sites increased by 4% this year, and visitor numbers were our second highest ever. Income from public admissions and travel trade increased by 20%, with strong growth from Europe, USA and China. We introduced a new ticketing, CRM and membership system in October.

Our Travel Trade business grew steadily with Trade and group visits accounting for 30% of our visitors at our paid-for sites. *Cutty Sark* has been shortlisted for the Best Attraction for Group Visits – London, at the 2019 Group Travel Awards.

Retail

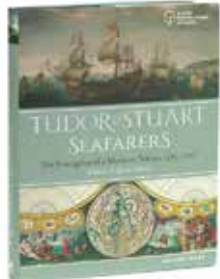
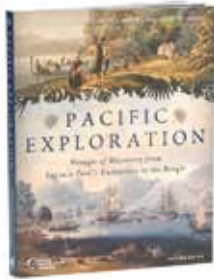
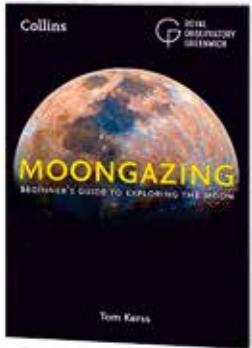
Despite difficult conditions on the high street, Retail saw another another record-breaking year across its seven shops, with sales up by 8.5% on last year. The Meridian Shop at the Royal Observatory was the star performer. The Queen's House Shop refurbishment and new product ranges resulted in

◀ The exciting new product range in our refurbished shop.

growth in income of 85% and we added a new children's shop next to the AHOY! Children's Gallery at the National Maritime Museum.

Publishing

Publishing highlights this year included books to accompany the Endeavour galleries: *Tudor & Stuart Seafarers, South: The Race to the Pole* and *Pacific Exploration*, all published by Bloomsbury. We added to our astronomy titles with *Insight Investment Astronomy Photographer of the Year: Collection 8* and *Moongazing*, published by Collins.



▲ We continue to work with our publishing partners, Bloomsbury and Collins, among others, on our successful publishing portfolio.

Brand Licensing

An exciting brand-licensing partnership with Oasis resulted in the launch of a Christmas night-sky collection of 15 items of clothing and accessories. The collection, inspired by the ROG and our astronomy imagery, was sold in Oasis high street stores across the UK and Ireland, and was shortlisted for the Brand and Licensing Lifestyle awards.



Photography

The Photo Studio created a staggering 28,700 shots for the Endeavour project, with 1,440 hours of time-lapse video footage, and commissioned some stunning drone photography of our sites.

- ▲ Our co-branded, night-sky inspired range of clothes designed by Oasis.
- ▶ Cutty Sark from above – part of the seasonal drone photography commissioned by the Photo Studio.
- ▶▶ A happy couple tie the knot at the Royal Observatory.



Events

Events had another great year of continued growth with a 11% increase in sales. Highlights of the year included launching a new Christmas party package at Cutty Sark with 'Smart Christmas'; adding our grounds as an additional venue space for summer parties; and the Queen's House winning silver for best wedding venue at the London Venue Awards.

Catering

At the National Maritime Museum, the Parkside Café and Terrace underwent a stylish refurbishment, and the Great Map Café has benefited from more seating and a more family-focused food offer. The enhancements have proved popular with our visitors and resulted in strong growth in income at our three cafés.



People

Our staff and volunteers across all five sites dedicate their time, knowledge, skills and enthusiasm with passion. With nearly 600 staff and around 400 volunteers in support, professional, technical and front of house roles or in leadership positions, we are proud of the dedication and commitment shown to our buildings, collections, our public offer, our values and in ensuring our success.

This year Royal Museums Greenwich has gained reaccreditation of the Investors in People award. This is a national people development standard which we have held for the past 18 years, and the award demonstrates our commitment to realising the potential of our employees.

Volunteer programme

Our volunteers are incredibly important in supporting the work of the Museum. In the past year they contributed

40,000 hours of work, with over 100 new volunteers joining. We are pleased to have been added to the Marsh Christian Trust portfolio who are funding a new annual Volunteer Award which will first be presented at the 2019 annual volunteer recognition event.

Royal Museums Greenwich is an AIM Award Centre and the Conservation department is an accredited NVQ training provider for the Level 3 Diploma in Cultural Heritage. We are

happy to report that this year has been a great success with a number of our conservation volunteers actively pursuing the qualification.

► A volunteer in the Conservation department cleaning items within the collection. We welcomed 100 new people onto the Volunteer programme this year.

▼ Staff gather on the Great Map in the National Maritime Museum to celebrate the opening day of our new galleries.



Development and Fundraising

2018 was the 10th anniversary of the Insight Investment Astronomy Photographer of the Year competition, which continues to grow in scope. Our particular thanks go to Insight Investment who have announced a further five years of support for the competition.

The Museum is very grateful to the Lloyd's Register Foundation which this year announced a five-year programme of funding for an important new post – the Lloyd's Register Foundation Curator: Contemporary Maritime.

The partnership establishes the Museum in a convening role for contemporary and emerging maritime issues making us the 'go-to place' for press, media, the maritime community and wider public for comment, discussion and debate.

The investment from the Lloyd's Register Foundation demonstrates a development focus on revenue funding (following last year's successful capital campaign for the Endeavour galleries). With government funding continuing

to decrease, the Museum needs to secure vital investment to continue our care of the national collection and historic buildings, to maintain our innovative programmes which connect people to their histories and introduce new audiences to our Museum, and to extend academic research into the collections.

The support of our Patrons is critical to this financial health and this year we were delighted to welcome 12 new Patrons. Patrons are offered an exclusive programme of events, providing

opportunities to further explore the Museum's collections and all that it has to offer. One of many events held this year was a private visit to the Royal Arsenal Brass Foundry, home to the Museum's unrivalled collection of ship plans. They explored objects that have inspired the newly opened 'Polar Worlds' gallery including the plans of the recently discovered HMS *Erebus* and *Terror* – plans which helped identify the wrecks as the ships from Sir John Franklin's ill-fated search for the North West Passage in 1845. They also saw the very first photographs taken of Antarctica in 1899.

The Museum remains grateful for the annual support of its corporate members and this year we welcomed Lloyd's, Saga, Euronav, HASSRA and Worshipful Company of Shipwrights to the programme.

Membership

Membership continues to grow and we have now reached over 9,000 Memberships for the first time. This has been supported by an increased number of events including a special lecture series for the opening of the Endeavour galleries, some behind-the-

◀ Patrons of Royal Museums Greenwich enjoying an exclusive tour of the PPMCC conservation studios, part of a programme of events for Patrons.



scenes tours of the Prince Philip Maritime Collections Centre and a hugely successful Members' summer party.

American Friends of Royal Museums Greenwich

Royal Museums Greenwich is grateful for the continued support of American Friends of Royal Museums Greenwich (AFRMG).

Currently on loan from AFRMG is the Jean Kislak Collection. The collection was gifted to AFRMG by the late Jay Kislak in 2017. The items relate to Emma Hamilton, mistress of Admiral Nelson, and offer an insight into the life of this extraordinary woman who broke through barriers of class and privilege to win her own unique place in British history.

▲ The annual Members' summer party – a thoroughly enjoyable afternoon, with food, drink and live music.

A grant from AFRMG contributed to the successful fundraising campaign enabling NMM to acquire the painting *Ship of Fools* by Kehinde Wiley, currently on display in the Queen's House.

Finally, RMG would like to acknowledge the support of Lawson Willard, who passed away in June. A dear friend of the Museum; Lawson served on the Board of AFRMG from 2011, and generously supported the Museum through the Patrons' Circle. He will be greatly missed.

Finance

Income for the year was £32.1m, with Grant in Aid from the Department for Digital, Culture, Media and Sport (DCMS) representing 49% of this total.

This included an additional amount towards the development of the Endeavour galleries. The balance of £16.2m was generated from donations, sponsorship, admissions and trading activities. Income was down £1.3m on the previous year as donations towards the Endeavour galleries were largely received in the prior year, but this was partially offset by increased Admission income.

The Museum received donations of £1.6m; £0.3m towards the Endeavour galleries, with additional amounts from the Royal Museums Greenwich Foundation towards the upgrade of the main Museum site and other foundations in support of future projects.

Admission income from our temporary exhibitions, the Royal Observatory, the *Cutty Sark* and

the Peter Harrison Planetarium, together with our membership scheme, increased by £1.3m to £7.8m.

Our trading subsidiary continued to perform well with income up £348k due to our improved retail and catering offers. At the end of the year it transferred its profit of £1.7m (up £200k on the previous year) as Gift Aid to the Museum.



REVENUE RECEIPTS	£m
Grant In Aid	13.8
Donations	0.3
Admissions and membership	7.8
Income from trading activities	4.7
Other	2.1
TOTAL	28.7

OPERTATING EXPENDITURE	£m
Collections care and management	1.8
Exhibition and digital programmes	1.1
Education	2.0
Research and archive	1.5
Visitor services	2.8
Estates management and maintenance	4.9
Fundraising	0.3
National Historic Ships (UK)	0.3
Communications and marketing	2.0
Trading activities	2.9
Operations	2.9
Security	1.0
Directorate	1.3
Other	2.2
TOTAL	27.0

CAPITAL RECEIPTS	£m
Grant In Aid	2.1
Donations	1.2
Gifts in kind	0.1
TOTAL	3.4

CAPITAL EXPENDITURE	£m
Fixed assets	5.5
Acquisitions/donations to the collection	0.3
TOTAL	5.8

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

Supporters of Royal Museums Greenwich 2018–2019

Major Supporters

American Friends of Royal Museums Greenwich
John Armitage Charitable Trust
The Art Fund
Arts Council England
The Deborah Loeb Brice Foundation*
The Department for Digital, Culture, Media and Sport
Charles Dunstone Charitable Trust
Michael Edwards
The Goldsmiths' Company
The Government of the British Antarctic Territory
Peter Harrison Foundation
The National Lottery Heritage Fund
Kristian Gerhard Jebsen Foundation
Funded by the Chancellor using LIBOR funds
Lloyd's Register Foundation
The Eyal and Marilyn Ofer Foundation
Mark Pigott KBE, KStJ, FRSA*
The Dr Mortimer and Theresa Sackler Foundation
The Sackler Trust
Charles Skey Charitable Trust
UK Antarctic Heritage Trust
Viridor Credits Environmental Company
The Wellcome Trust
The Wolfson Foundation
And others that wish to remain anonymous

Trusts and Foundations

The Aurelius Charitable Trust
The Behrens Foundation
The John S Cohen Foundation
The A.C.H. Crisford Foundation
The Lois Cumbers Charitable Foundation
The Edinburgh Trust No. 2
The Heritage of London Trust
Inchcape Foundation
The David Minkin Foundation*
Dr Lee MacCormick Edwards Charitable Foundation*
Mrs Manju Mehrotra Foundation
The Radcliffe Trust
The Royal Commission for the Exhibition of 1851
Joseph Strong Frazer Trust
Maria Tsakos Foundation
Transglobe Expedition Trust

Donors

C. Richard Carlson
Tim and Dede Sanderson

Sponsors

Boeing
Clyde & Co
HSBC Holding Plc
Insight Investment
Unilever

Corporate Members

Euronav; Howe Robinson Partners; Hutchinson Ports; HASSRA; ING; Liberty Specialty Markets; Lloyd's of London; Lloyd's Register Foundation; Novotel Greenwich; Meantime Brewing Co Ltd; Saga; The Worshipful Company of Shipwrights.

Benefactor Patrons

Michael Brown; D. Gregory B. Edwards; Rear Admiral Sir Jeremy de Halpert; Charles Hoare Nairne; Anthony Inder Rieden; Alan R. W. Marsh, OBE; John W. R. Martin; Jamie Matheson; Ravi K. Mehrotra, CBE; Tim Newling; Mr & Mrs D Petropoulos; Jason M. Pilalas*; Vaughan Pomeroy and Ann Nussey; Clive Richards, OBE, DL; Ian Ridpath; Paddy Rodgers and Harriet Drake; Dick van Meurs; David M. Wells*

*Donations made to the American Friends of Royal Museums Greenwich

Patrons

Sir Franklin & Lady Berman; Dr Stuart Blackie; Alexander Bulazel; C. Richard & Deborah Carlson*; Dr William Collier; Anthony Cooke; Simon C. Davidson; James Day; Mr and Mrs John Denholm; Nicholas Edmiston; Robert Elliott; Dr Kevin Fewster; Nicholas Fisher; Ross Fitzgerald; Lieutenant Commander P. Fletcher; Sir David Hardy; The Rt. Hon. David Heathcoat-Amory; Dana Hepburn; Richard Hunting, CBE; Commander Peter J. Linstead-Smith, OBE, RN; William Loschert; John Manser; Alison and Glen Milliman*; John Morrow; Roy Olsen; Michael Palin, KCMG, CBE, FRGS; Jeremy Penn; Dick Porter; Merrick Rayner; Eric Reynolds; E F Shawyer, CBE; James Sherwood*; Chrissy Shipley; Rear-Admiral D. G. Snelson, CB, FNI; Nigel Squibb & Lesley Mansfield; Dr Anthony Watson, CBE.
And others that wish to remain anonymous

*Donations made to the American Friends of Royal Museums Greenwich

Members

With thanks to the 32,000+ Members of Royal Museums Greenwich

Legacies and Bequests

George Greaves; Marilyn L.R. Peterson; John Alexander Smith

In Memoriam Gift

Lawson Willard

Honorary Commodores

Awarded for outstanding support and commitment to the Museum. The Honorary Commodores are: John Anderson, OBE; Sir David Attenborough, OM; Victor Benjamin; C. Richard Carlson; Sir Robert Crawford, CBE; Professor Martin Daunton, FBA; Dr Stephen Deuchar, CBE; William Edgerley; Sir David Hardy; Peter Harrison, CBE; Aud Jebsen; Nigel Macdonald; Brian McEvoy; Zvi Meitar M Jur; David Moorhouse, CBE; Sammy Ofer, KBE; Mark Pigott, KBE, KStJ, FRSA; Libby Purves, OBE; Dr David Quarmby, CBE; Lord Rees of Ludlow, OM, FRS; Professor NAM Rodger, FBA; 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; Sir Arthur Weller, CBE; Lord Wolfson of Marylebone; and Susan T Zetkus.

Donors to the collection

Pamela Grabham; James Hildebrand; Rebecca Jewell; Martin Parr & Co Limited; Caroline Moore; Peter Moore; Helena Moore; Richard Moore; John Oliver; and Simon Roberts.

To all of whom the Trustees are very grateful.

The Board of Trustees and Executive Team 2018–2019

Patron

HRH The Duke of Edinburgh, KG, KT

The Board of Trustees of the National Maritime Museum

During 2018–19 the Board of Trustees comprised:

Sir Charles Dunstone, CVO, Chairman

- Eleanor Boddington (to 7 April 2018)
- Dr Fiona Butcher (from 3 September 2018)
- Joyce Bridges, CBE
- Dr Helen Czerski (from 3 September 2018)
- Professor Julian Dowdeswell (from 3 September 2018)
- Dr Aminul Hoque, MBE
- Professor Chris Lintott (to 23 June 2018)
- Carol Marlow
- Alastair Marsh (from 3 December 2018)
- Jeremy Penn
- Eric Reynolds
- Gerald Russell
- Admiral Sir Mark Stanhope, GCB, OBE, DL

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

The Executive team

During 2018–19 members of the Executive were:

- | | |
|----------------------|---|
| Dr Kevin Fewster, AM | Director and Accounting Officer |
| Andy Bodle | Director, Operations and Human Resources |
| Anupam Ganguli | Director, Finance and IT (to 6 July 2018) |
| Eleanor Harris | Director, Visitor Experience and Enterprises |
| Mike Sarna | Director, Collections and Public Engagement (to 2 October 2018) |
| Kate Seeckts | Director, Development |
| Gail Symington | Director, Collections and Public Engagement (from 3 October 2018) |
| Chris Walker | Director, Finance and IT (from 16 July 2018) |



A 'Seeking Refuge' event took place at the National Maritime Museum, one of several events hosted to mark National Refugee Week.

Image credits

All photos © National Maritime Museum, with the exception of the following:

Pages 14, 16, 17, 18, cover and inside back cover © Hufton+Crow

Page 19 © CCD Design & Ergonomics. Photo by Simon Kennedy.

Page 52 (top) © Oasis

Page 53 © Maxeen Kim Photography