

Royal Museums Greenwich

# Annual Review 2015–16

National Maritime Museum  
The Queen's House  
Royal Observatory Greenwich  
Peter Harrison Planetarium  
Cutty Sark

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↑ 01

## Royal Museums Greenwich

### *Five world-class attractions*

*‘We absolutely loved this place. The history, the science, the view – all astounding.’*

—

5-star Trip Advisor review, from a visitor to our sites

Royal Museums Greenwich bring together five world-class attractions at the heart of the UNESCO World Heritage Site in Greenwich: the National Maritime Museum, the Royal Observatory, the Peter Harrison Planetarium, the Queen’s House and *Cutty Sark*.

#### National Maritime Museum

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

#### Royal Observatory Greenwich

One of the most important and historic scientific sites in the world, the 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 more than 750,000 visitors annually to stand at the centre of world time and meet our expert astronomers.

#### Peter Harrison Planetarium

London’s only planetarium forms the centrepiece of the Royal Observatory’s Astronomy Centre. The state-of-the-art spaces allow visitors – of which there are around 200,000 each year – to take awe-inspiring journeys through the wonders of space through sci-fi and educational film screenings, and live shows by Royal Observatory astronomers.

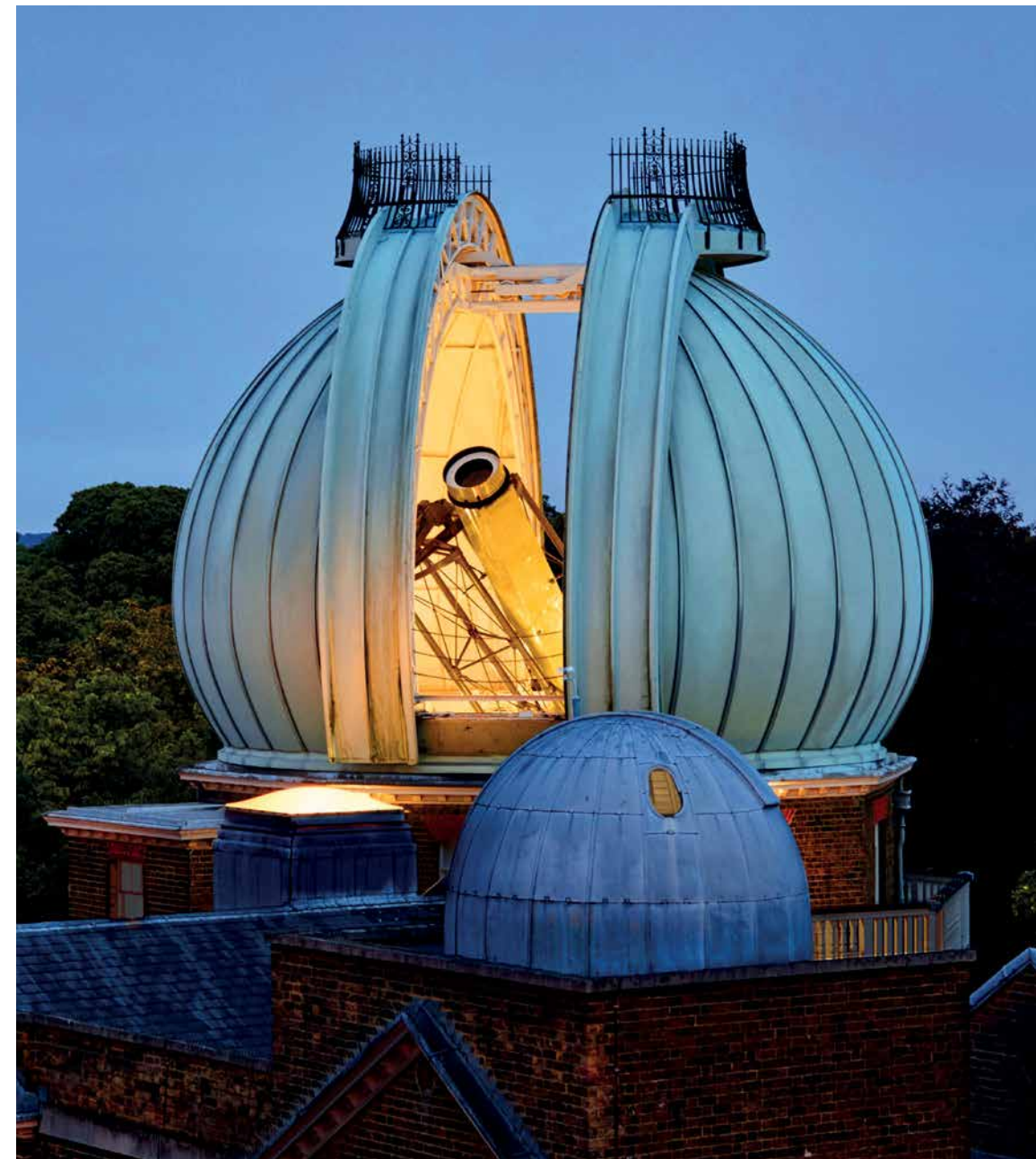
#### The Queen’s House

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 has been closed for extensive refurbishment in 2015–16; when it reopens in autumn 2016 it will showcase our world-class collection, including works by Canaletto, Reynolds and Hogarth, and a new installation by Turner Prize-winning artist, Richard Wright.

#### 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 wooden planks and iron frames were recently meticulously conserved as part of a six-year restoration project. Since re-opening in 2012 *Cutty Sark* has provided an award-winning experience, with innovative exhibits and interactive displays that enable visitors to experience what life was like on board a historic sailing ship.

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01  
Dusk view over the Queen’s House

02  
The 28-inch telescope at the Observatory



# Chairman’s foreword

## *The year’s achievements*



↑ 01

On 20 June 2016 construction work started on our new collections store and conservation facility in Kidbrooke. Funding for this project was enabled by the Department for Culture, Media and Sport’s new loans initiative and we are very grateful for their continued support. This element of the Endeavour Project – which also includes four new permanent galleries at the National Maritime Museum – addresses our long-standing needs for storage, public access to the reserve collections and conservation studios.

We are honoured to report that HRH The Duke of Edinburgh has granted our request that the new facility be named the Prince Philip Maritime Collections Centre. Prince Philip has been actively engaged with and given massive support to this museum for nearly 70 years, as a Trustee and more recently as our Patron.

The naming of the centre is a very fitting tribute to his unique and continuing involvement with the Museum and to his great interest in and knowledge of the national maritime collection and its ability to tell the nation’s story.

In 2015, I was very pleased to announce that the Trustees of the Cutty Sark Trust had presented *Cutty Sark* as a gift to the national maritime collection and that the Trustees of the National Maritime Museum warmly accepted this most important donation. The great clipper ship continues to be a very popular attraction and Sir Robin Knox-Johnston, the first person to sail solo non-stop around the globe, was on board on 12 August 2015 to make a presentation to the ship’s millionth visitor since its reopening in 2012.

01  
Sir Charles Dunstone, CVO  
Chairman of the Board of Trustees

02  
*Cutty Sark*

03  
The Armada Portrait of Queen Elizabeth I, acquired with the support of the Heritage Lottery Fund, Art Fund, Linbury Trust, Garfield Weston Foundation, Headley Trust and other major donors, together with contributions from over 8,000 members of the public following a joint appeal with the Art Fund

→ 02



↑ 03

*‘Our fundraising campaign was successful, meaning that the Armada Portrait will now enter public ownership for the first time in its 425-year history.’*

Sir Francis Drake had the distinction of commanding the first English ship to circumnavigate the globe. After discussions in 2015–16, Royal Museums Greenwich launched a major fundraising campaign with the Art Fund in May 2016, to purchase the truly iconic Armada Portrait of Queen Elizabeth I, which is thought to have been owned – and possibly commissioned – by Sir Francis himself. The portrait encapsulates the creativity, ideals and ambitions of the first Elizabethan era: it remains one of the most famous images in British history, a staple in school textbooks and the inspiration for countless portrayals of Elizabeth I in film or on stage.

Our fundraising campaign was successful, meaning that the Armada Portrait will now enter public ownership for the first time in its 425-year history.

Greenwich is the perfect home for it: Elizabeth I was born at Greenwich Palace in 1533 and the early 17th-century Queen’s House, the last remaining part of the palace, is reopening later in 2016 following our major restoration for its 400th anniversary. The portrait will be the centrepiece of a programme of displays, talks, tours and education initiatives. With 2016 being the 90th birthday year of our present Queen, there could not be a more appropriate way to celebrate the second great Elizabethan era. These are busy, exciting and inspiring times for Royal Museums Greenwich. The Trustees and I are very pleased to thank all those – our staff, volunteers, sponsors and supporters – involved in the voyage.

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





## Director's review

### *Exciting times for RMG*

↓ 01



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Royal Museums Greenwich performed strongly, externally and internally, during 2015–16, fulfilling our remit to deliver stimulating experiences for our visitors and to be a dynamic organisation for our supporters. The numbers speak for themselves: we welcomed a total of 2,502,026 visitors, of which 786,314 were from overseas and 538,349 were under-16s. A remarkable 98% of visitors would recommend a visit. Also, there were more than four million unique visits to the relaunched RMG website.

Significant reductions in Grant-in-Aid mean that we need to be as self-sufficient as possible. Despite a difficult economic climate, we are now 50% self-funded, through a combination of trading activity, donations and sponsorship.

We secured key sponsors for our major exhibitions – RSA Insurance for *Pepys*, Boeing for *Above and Beyond*, Insight Investment for *Astronomy Photographer of the Year*, and BAE Systems for the *Jutland 1916* – and HSBC renewed its sponsorship for another three years. The following are other notable features for 2015–16:

- > The success of our two main temporary exhibitions. *Samuel Pepys: Plague, Fire, Revolution* was critically acclaimed by both media and visitors, while *Against Captain's Orders* was widely praised for its innovation.
- > The new AHOY! children's gallery for under-8s has been a massive success, significantly changing our visitor demographics, and the temporary 'Migration' display won plaudits for tackling a complex current topic.

↑ 02

- > The acquisition of *Cutty Sark* and the conservation and display of the Hilton Union flag – which flew from HMS *Minotaur* at the Battle of Trafalgar – have bolstered our already strong collections.
- > A broad range of high-quality publications were produced this year. My personal favourites were *Samuel Pepys: Plague, Fire, Revolution* and *In Nelson's Wake: The Navy and the Napoleonic Wars*.
- > The Endeavour Project is moving ahead steadily. Construction has started on the new Kidbrooke building, and excellent progress is being made on the design and content of the four new permanent galleries.
- > The major refurbishment of the Queen's House is well advanced, prior to its reopening in autumn 2016 for its 400th anniversary celebrations.
- > The completion and launch of the 1915 Crew Lists Project, a significant contribution to national First World War centenary commemorations.

- > Our *Ships, Clocks and Stars* exhibition toured to two prestigious US venues and the 'Travellers' Tails' programme took George Stubbs' 'Kangaroo' painting to others around the UK.

Our international work and commitment was also enhanced by my serving as President of the International Congress of Maritime Museums, and RMG staff member Sally Archer taking on the role as Secretary General.

It gives me great pleasure to thank all my colleagues and our many volunteers, supporters, Patrons and Members for their hard work and commitment in a year full of achievement for the Museum.

*Dr Kevin Fewster, AM, Director*

←  
03



- 01  
Dr Kevin Fewster, AM  
Director
- 02  
AHOY! Gallery
- 03  
*Cutty Sark*

09



# The Endeavour Project

*New galleries inspired  
by Cook's epic voyage*

- 01 James Cook portrait, by Nathaniel Dance; Greenwich Hospital Collection
- 02 Polar Gallery visualization
- 03 Chart by James Cook showing the tracks of his first and second voyages, and those of great navigators before him, 1777

↓ 01



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

## James Cook's mission of discovery

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



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## Exciting new galleries

Four new *Endeavour* galleries at the National Maritime Museum will increase our permanent display space by more than 40%, and significantly improve the visitor journey around the Museum. Excellent progress has been made with the design and content planning for the galleries, and we have already received major funding from the Kristian Gerhard Jebsen Foundation for one of them, the 'Polar Worlds' gallery. Construction is also now well underway on our new state-of-the-art collections store and conservation studios at Kidbrooke. There will also be a new entrance and orientation space at the Royal Observatory, and a ten-year programme of special activities focused on Cook's three voyages of exploration.

## Making connections

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





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01  
AHOY! Children's gallery

02  
'The Kongouro from  
New Holland'  
by George Stubbs

03  
RE·THINK migration  
display

04  
A still from the film *Unseen: The Lives  
of Lookin* by Dryden Goodwin



↑ 04

Our year

Highlights  
of 2015–16

APRIL 2015

- > AHOY!, our interactive gallery for children, was inaugurated in late March 2015. It has been highly popular right from the start, with themes including polar exploration.
- > Older children enjoyed *Against Captain's Orders*, which opened to critical acclaim, running until August 2015. This was a collaboration with immersive theatre company Punchdrunk Enrichment.
- > Our recently acquired George Stubbs painting 'The Kongouro from New Holland' embarked on a 12-month tour of four UK museums, as part of the 'Travellers' Tails' project, a programme of activities inviting the public to find out more about Captain Cook's Pacific voyages.

MAY 2015

- > First World War: the sinking of RMS *Lusitania*. RMG commemorates the centenary with talks at the National Maritime Museum, and expert blogs.
- > Royal Museums Greenwich Instagram feed was chosen as a Top Ten London account, leading to the first #museuminstaswap concept, which has now spread worldwide.
- > As part of the 'Meet the Time Travellers' series, visitors 'met' time-travelling Astronomer Royal Nevil Maskelyne and his human computer, Mary Edwards, to find out about their life and work at Greenwich in the 18th century.

JUNE 2015

- > The National Maritime Museum explored the theme of migration in its RE·THINK space. The display included short films made with the UN's International Maritime Organization about the current European migrant crisis.
- > This month also saw the culmination of the 1915 Crew Lists Project, whereby 250 e-volunteers from around the world transcribed First World War Merchant Navy crew lists, to create a digitized database containing more than 750,000 names.
- > The Royal Observatory held solar-observing sessions as part of its summer solstice celebrations.
- > *The Scientific Secrets of Doctor Who*, by Simon Guerrier and ROG astronomer Dr Marek Kukula, was published by BBC Books. It was launched by an on-site talk, attended by a Dalek.

JULY 2015

- > Before closing for a major refurbishment in anticipation of its 400th anniversary, the Queen's House hosted a newly commissioned feature film by contemporary artist Dryden Goodwin, *Unseen: The Lives of Looking*.
- > In an informative talk, Curator of Art Dr Melanie Vandenbrouck explored *War Artists at Sea*, a display of First and Second World War art.
- > Jupiter and Venus conjunction: images are shared with the Royal Observatory from all around the world (from USA to Ecuador).
- > *Cutty Sark* launched its first-ever Edinburgh Comedy Festival warm-up, with renowned comedians performing new material in its studio theatre.
- > The National Maritime Museum and the University of Cambridge completed a five-year research project to digitize archive materials on the Board of Longitude.



↑ 01

AUGUST 2015

- > The Cutty Sark Trust presented *Cutty Sark* as a gift to the national maritime collection.
- > Sir Robin Knox-Johnston, the first person to sail solo non-stop around the world, was on board the *Cutty Sark* on 12 August to make a presentation to its millionth visitor since it reopened in 2012.
- > The 'pirate takeover' family weekend took place at *Cutty Sark* and the National Maritime Museum.
- > We celebrated the 340th anniversary of the Royal Observatory, Greenwich.
- > International Slavery Remembrance Day was marked with talks, tours and commemorations – as well as an online tour of our 'Atlantic Worlds' gallery, viewed 32,000 times.



↑ 02

SEPTEMBER 2015

- > The winners' ceremony for the 7th Insight Astronomy Photographer of the Year competition took place. The related exhibition should reach a projected 350,000 people by October 2016.
- > We commemorated the anniversary of the Great Fire of London, with 'live' Samuel Pepys tweets from the NMM account.
- > The autumn term saw 2135 schoolchildren booked into AHoy! for a wide range of classroom topics and learning projects.
- > In late September, our *Ships, Clocks and Stars* exhibition opened at Mystic Seaport in the United States.

01

Sir Robin Knox-Johnston  
on-board *Cutty Sark*

02

*Insight Astronomy Photographer  
of the Year* exhibition

03

Union flag that flew from *HMS  
Minotaur* during the Battle of Trafalgar

04

*Samuel Pepys:  
Plague, Fire, Revolution*



↑ 03

OCTOBER 2015

- > On 21 October, Trafalgar Day, the Union flag flown by *HMS Minotaur* during the Battle of Trafalgar in 1805 joined the rich array of objects about the battle in the Museum's 'Nelson, Navy, Nation' gallery.
- > Dr Marek Kukula's book *The Intimate Universe* was published. The Royal Observatory Astronomer's far-reaching guide looks at ways in which the universe affects our daily lives. *Art and the War at Sea: 1914–45*, edited by Christine Riding, with contributions from across the curatorial team, was also published.
- > In *Nelson's Wake*, by Dr James Davey, Curator of Naval History at the National Maritime Museum also went on sale, with a launch talk.



↑ 04

NOVEMBER 2015

- > *Samuel Pepys: Plague, Fire, Revolution* opened: the largest-ever exhibition about the famous diarist, it contained 200 objects from national and international museums, galleries and private collections.
- > The National Maritime Museum hosted 'Plague Takeover' on 17 November – a collaboration with Emergency Exit Arts, and Greenwich and Lewisham Young People's Theatre.
- > November also saw the launch of our new website, designed to increase and enhance user functionality.
- > The book *Astronomy Photographer of the Year, Collection 4*, featuring the competition's prize-winning images, was published.





↑ 01

DECEMBER 2015

- > As part of Greenwich's wider seasonal celebrations, *Cutty Sark* installed a spectacular 36-metre Christmas tree design using rope lights to adorn the foremast.
- > The Royal Observatory Greenwich Christmas Lecture welcomed leading space scientist Professor Monica Grady, as she explored the winter wonderland revealed on the surface of the comet known as 'The Rubber Duck' by the pioneering *Rosetta* spacecraft and its lander, *Philae*.

- > Royal Observatory Greenwich hosted 'An Evening with the Stars', providing an opportunity to look through the gigantic Great Equatorial Telescope.
- > Tim Peake lifts off for the International Space Station; Royal Observatory astronomers celebrate his mission.



↑ 02

JANUARY 2016

- > Book Slam, London's leading literary club night, hosted a Samuel Pepys special with Will Self at the Museum.
- > *Cutty Sark* also hosted her very first ceilidh dance for a Burns Night celebration, with sea-shanty group Swinging the Lead providing music.
- > The two-year exhibition *Guiding Lights: 500 years of Trinity House and Safety at Sea* came to an end, having showcased centuries of invaluable work undertaken by the Corporation of Trinity House to help sailors navigate safely at sea.

FEBRUARY 2016

- > *Cutty Sark* ran its first 'Sea SIGNS' event, a British Sign Language event for deaf and hearing families.
- > To mark Valentine's Day, the Museum's RE·THINK gallery hosted 'Love in the Archives', where visitors could read the letters of lovers and loved ones separated by the sea, including those from Nelson and Matthew Flinders.



↑ 03

MARCH 2016

- > Rainbow Week at the Museum was held in honour of LGBT History Month, while our 'Out at Sea' LGBT event included lectures and public performances by the London Gay Men's Choir.
- > Our ambitious restoration of the Queen's House was in full swing throughout winter 2016. Turner Prize-winner, Richard Wright, started work on his most complex artwork to date, on the ceiling and walls of the Great Hall. It is the first time an artist has created a new work of art on the Hall's ceiling since the 1630s.

- > To mark Women's History Month, our 'Women Making Waves' weekend explored the role of women in the traditionally male domain of exploration, via a series of talks, workshops, guided tours and children's activities.
- > The National Maritime Museum welcomed Prince Phillip to our *Samuel Pepys: Plague, Fire, Revolution* exhibition, in its closing month.
- > Our family-oriented 'Venture to Venus' event focused on the unusual cloud-wrapped planet, with stories of past, present and future missions to explore this mysterious world.

- 01  
*Cutty Sark's* Christmas tree design
- 02  
Will Self at our Samuel Pepys Poetry Slam night
- 03  
Restoration of the ceiling of the Great Hall in the Queen's House
- 04  
*Above and Beyond* season



↑ 04

APRIL 2016

- > Preparations for the *Above and Beyond* season (which opened in May 2016) continued apace, with the ultimate interactive flight exhibition giving visitors the chance to experience what space flight is really like.
- > We celebrated the 100th anniversary of Shackleton's epic 800-mile Antarctic rescue mission.
- > Plans were also progressing for the May launch of the new 'Jutland 1916' gallery to commemorate the centenary of the Battle of Jutland, the largest sea battle of the First World War.
- > In anticipation of British ESA astronaut Tim Peake's return from the International Space Station, our 'Weekend Space Cadets' got the latest news, along with discoveries about the Solar System and the wider universe.
- > The year ended with exciting discussions about our campaign to acquire the Armada Portrait of Elizabeth I.





# 01. Bringing the collections to life

The five sites that make up Royal Museums Greenwich contain a veritable treasure-trove of more than 1.5 million items, from the historically significant buildings themselves to ground-breaking instruments, fascinating personal objects and naval artefacts, world-class paintings and unique archive material. We also have an unrivalled wealth of curatorial expertise to help bring our collections to life for our millions of visitors, through forward-thinking temporary exhibitions and stimulating permanent galleries.

National Maritime Museum  
*Against Captain's Orders*  
*Samuel Pepys:  
Plague, Fire, Revolution*  
Royal Observatory Greenwich

[20] Peter Harrison Planetarium  
[22] *Cutty Sark*  
[24] The Queen's House  
[26]

[28]  
[30]  
[32]



# National Maritime Museum

## *An epic voyage*

The National Maritime Museum at Greenwich is the largest maritime museum in the world. The Museum was founded by statute in 1934, and received just over 2.5 million visitors in 2015–16, of which a third (more than 786,000 people) came from overseas. An impressive 98% of visitors would recommend a visit.

### New permanent galleries

AHOY!, our new free permanent interactive gallery for young children (under-8s) has been an outstanding success since opening in spring 2015. It has doubled the number of youngsters visiting the Museum and contributed to a total of over 538,000 under-16s arriving during the year (an increase of almost 21% compared with 2014–15).

*Forgotten Fighters* is our free exhibition (2014–18) to mark the centenary of the First World War. It explores the previously under-documented naval and maritime dimensions of the Great War and has met with much acclaim. Positive progress has also been made on the design of the four new galleries that will be the centrepiece of the Endeavour Project (→ [p.10](#)). Planning for the contents of the galleries is well advanced.

### New acquisitions

One of the key acquisitions this year was the Union flag flown by the *Minotaur* during the Battle of Trafalgar in 1805. It was unveiled at the Museum on Trafalgar Day, 21 October 2015, and drew considerable media attention.



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→ 02



↑ 03

01 | 03  
Samuel Pepys: *Plague, Fire, Revolution*

02  
J.M.W. Turner's  
*Battle of Trafalgar*

### Special exhibitions

The Museum's landmark temporary exhibition in 2015–16, *Samuel Pepys: Plague, Fire, Revolution*, delved into the turbulent history of Stuart London with the famous diarist. It was a great success (→ [p.24](#) for details). *Against Captain's Orders: A Journey into the Uncharted* – a collaboration between RMG and immersive theatre company Punchdrunk Enrichment – was also praised for its innovative and challenging approach (→ [p.22](#)).

### Digital interaction at the Museum

Our Digital Participation team has continued to be very active this year, creating innovative digital activities to connect audiences with the Museum's themes. In 2015–16, our RE·THINK gallery – a space to explore, discover, reflect and create – engaged visitors with the themes of migration and exploration, and launched a new image viewer so that artworks from the collection can be seen at high resolution. The multisensory Great Map, too, has continued to be central to our offer for families and schools. Its Great Explorer interactive tablet experience had a very high uptake this year. And the 'Travellers' Tails' project, launched in 2015, ties together collections from partner museums through an interactive Image Explorer tool.



Special exhibitions at NMM  
*Against Captain's Orders:*  
*A Journey into the Uncharted*

At National Maritime Museum  
From 28 March 2015  
To 31 August 2015

—  
*Against Captain's Orders* was supported with public funding from Arts Council England.

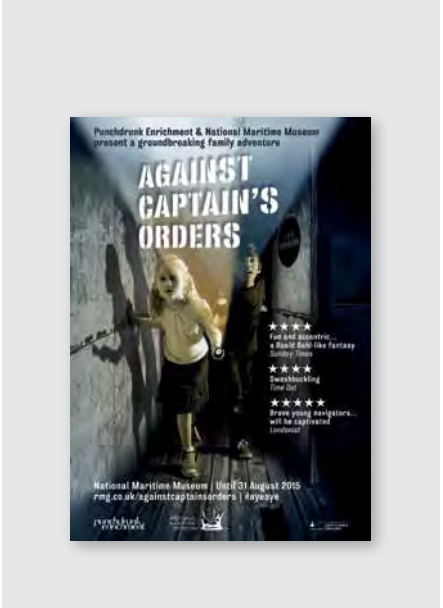
This ground-breaking show by the National Maritime Museum and theatre company Punchdrunk Enrichment was seen by 31,533 visitors, including nearly 8000 schoolchildren. Aimed at 6–12 year olds, it took families on a 50-minute adventure of a lifetime through the Museum's wealth of maritime history and artefacts. Starting in the twilight world of a museum collection store, the immersive experience was led by two curators. Doorways opened to other times and other worlds, and life jackets were donned as visitors became part of the motley crew of HMS *Adventure*. Harnessing the heroics of Grace Darling, the intuition of Captain Bligh and the intellect of Sir Francis Drake, audiences took part in their very own nautical adventure.

The educational experience involved problem-solving, storytelling and moments of mild peril.

It was supported by creative sessions using the Museum's collection, and CPD workshops to show teachers how immersive teaching can improve history and literacy skills. With the aim of opening up the show to audiences with disabilities, we also ran a BSL (British Sign Language) interpreted performance to an audience of deaf and hearing-impaired children and adults.

*Against Captain's Orders* was exciting, enlightening and unconventional. It brought in new audiences, challenged schools in their perception of what a museum could offer curriculum-based learning, and garnered favourable reviews and excellent feedback from participants. Key features and articles appeared in *The Guardian*, *Daily Telegraph*, *Sunday Times*, *Evening Standard* and *Time Out*.

*'Fun and eccentric...  
a Roald Dahl-like  
fantasy.'*  
—  
*The Sunday Times*







*'History rivetingly brought to life.'*

—  
Alastair Smart  
*The Telegraph*

*'A terrific exhibition.'*

—  
Jeremy Paxman  
*Financial Times*



## Special exhibitions at NMM

### *Samuel Pepys: Plague, Fire, Revolution*

At National Maritime Museum  
From 20 November 2015  
To 28 March 2016

—  
*Samuel Pepys: Plague, Fire, Revolution* was sponsored by RSA Insurance Group and supported by the City of London Corporation.

Samuel Pepys was one of the most colourful and appealing characters of the 17th century, and this was the largest-ever exhibition about the famous diarist.

Pepys lived through a time of turmoil in Stuart Britain, which saw kings fighting for their crowns, the devastation of medieval London by plague and fire, and its resurrection as a world city. He was a naval mastermind, a gossip and socialite, a lover of music, theatre, fine living and women – and he documented it all in his candid and brilliant diary. Using the voice and personality of this fascinating and multifaceted figure, *Samuel Pepys: Plague, Fire, Revolution* explored the period from the execution of Charles I in 1649 – an event that Pepys himself witnessed as a truanting schoolboy – to the Glorious Revolution of 1688, which resulted in the overthrow of Pepys's great patron, James II.

The exhibition featured 200 paintings, books, documents, scientific and medical instruments, ship models and other objects. These came from national and international museums, galleries and private collections. It proved very popular with the general public and press, attracting some 67,000 visitors – more than the predicted 53,000 – and garnering 70 pieces in national newspapers, consumer magazines and broadcast media, as well as widespread online coverage. It was also our most highly rated exhibition of recent years, with visitors awarding it a satisfaction score of 9.6 out of 10 in our on-site visitor survey.





# Royal Observatory Greenwich

## *Historical stargazing*

*‘This is a nerd’s paradise of clocks and cog-driven machines. But it is not a dry tale: the exhibits are thoughtfully presented, bringing not just the advances to light but also the people who made them.’*

—  
ROG visitor  
November 2015

The Royal Observatory continues to be a hugely popular destination for both tourists and locals.

### The Burgess Clock Guinness World Record

The Burgess Clock B was made by Martin Burgess, according to the writings of John Harrison, whose sea-watch ‘H4’ provided one of the solutions to the longitude problem. The clock took more than three decades of work before it was finished and tested at the Royal Observatory and, in April 2015, it scooped a Guinness World Record for ‘most accurate mechanical clock with a pendulum swinging in free air’.

### Great Equatorial Telescope

Opportunities to look through the giant 18-tonne Great Equatorial Telescope came throughout the year, with after-dark ‘Evening with the Stars’ experiences, including a special Valentine’s evening show focused on the romantic sights the night sky has to offer, as well as daytime ‘Sky Watch Observing Sessions’ where visitors came to gaze at the planet Venus.



01  
Insight Astronomy Photographer  
of the Year 2015, winning image

### Observatory Life

The role of Astronomer Royal was created by Charles II in 1675, when he appointed John Flamsteed to draw up a map of the heavens with enough accuracy to be reliable for navigation. Following funding from the DCMS/Wolfson Museums and Galleries Improvement Fund, the Flamsteed Apartments were transformed into a suite of galleries – entitled ‘Observatory Life’ – to allow visitors to enter into the lives of two families living at the Royal Observatory during the 18th and 19th centuries. Objects on display include an 18th-century wedding dress, artwork by the children who lived at the Observatory and household bills that illustrate the rich diet of the occupants.

### Insight Astronomy Photographer of the Year exhibition

Continued funding from Insight Investment means that the Museum’s annual *Insight Astronomy Photographer of the Year* competition will be expanded over the next two years. In 2016, we welcomed aboard two new judges in the shape of Turner Prize-winning artist Wolfgang Tillmans and the European Southern Observatory’s (ESO) Oana Sandu. The exhibition should reach a projected 350,000 people by October 2016.





↑ 01

## Peter Harrison Planetarium

### *Awe-inspiring astronomy*

*‘The sky comes alive  
in the Planetarium.’*

—

Trip Advisor 5-star review

The state-of-the-art Peter Harrison Planetarium is the only public planetarium in London, and the centrepiece of the Royal Observatory’s Astronomy Centre.

Thanks to some spectacular shows, 2015–16 was another record-breaking year for the Planetarium, with 200,000 visitors (up from 174,000 last year). We continue to offer a wide range of screenings, with the live shows presented by Royal Observatory astronomers especially popular, and the *Morning Stars* programme for families affected by Autistic Spectrum a continuing success.

Other particularly popular shows included *We Are Stars*, narrated by *Lord of the Rings* actor, Andy Serkis, which explored the secrets of our cosmic chemistry, the link between life on Earth and the evolution of the universe; and *We Are Aliens*, narrated by Rupert Grint of Harry Potter fame, exploring how our understanding of life on Earth guides our hunt for alien life elsewhere in the universe.

#### Silver Screen Sci-Fi

A series of cult sci-fi films were screened at the Planetarium throughout the year, including *The Time Machine* (1960), *Soylent Green* (1973) and *2010: The Year We Make Contact* (1984), the sequel to Stanley Kubrick’s *2001: A Space Odyssey*. Screenings were followed by a talk from one of our astronomers on the science behind the science fiction.

01 | 02  
Planetarium screening

03  
Science learning at the Planetarium

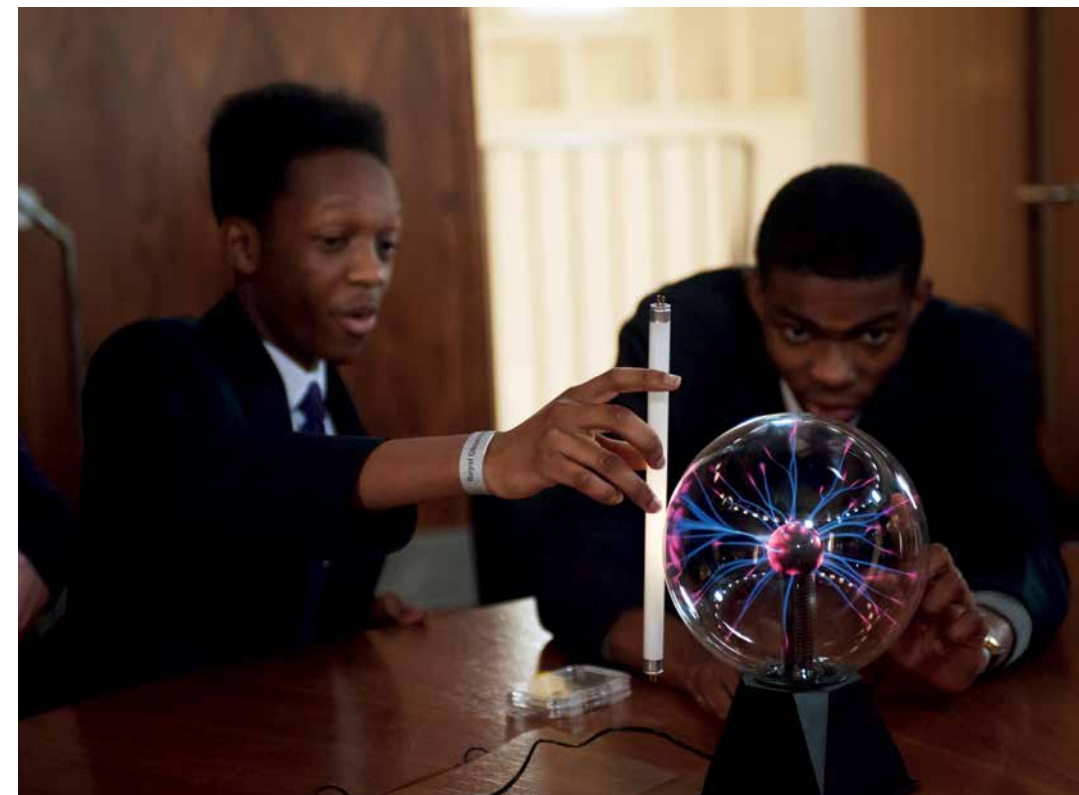
#### Dark Universe

Dark Universe proved extremely popular, attracting thousands of visitors. Developed by the American Museum of Natural History and narrated by award-winning astrophysicist and author Neil deGrasse Tyson, the show charted the major breakthroughs in the last 100 years of astronomy. Using beautiful visuals and 3D simulation, it explained Edwin Hubble’s discovery that the Universe is expanding, the theory of the Big Bang, and our understanding of the Milky Way and galaxies far beyond.

#### Elemental

In collaboration with the Australia & New Zealand Festival in London, poets, musicians, scientists, filmmakers and world-renowned science writer John Gribbin created the unique show *Elemental*. This explored four different theories of how the universe began, through theatrical performance and striking visuals. The show was introduced by Prof. Chris Lintott, presenter of the BBC’s *The Sky at Night*.

↓ 02



→  
03



# Cutty Sark

*The world's last surviving tea clipper*

Once again, we are extremely grateful for the support of our primary sponsor, HSBC, during 2015–16.

*‘If you like figureheads, you’ll be delighted by the display in the prow of the world’s largest collection of merchant navy figureheads. I liked Hiawatha and Nanny best. Go up the steps at either side to see them from all angles and get a good impression of how they would look on the ships.’*

—  
January 2016  
Cutty Sark visitor

*Cutty Sark* continues to be hugely popular with both locals and tourists, and welcomed 250,636 visitors in 2015–16. With our ever-expanding family and school programmes, as well as our exciting theatre seasons, there is something for everyone on board this celebrated sailing ship. On 1 August 2015, the Cutty Sark Trust presented *Cutty Sark* as a gift to the national maritime collection. The gift is the culmination of the great effort by the Trust in bringing *Cutty Sark*’s 2006–12 conservation project to a successful conclusion, and Royal Museums Greenwich work in operating the ship since its reopening by Her Majesty The Queen on 25 April 2012. The gift of the ship to the nation will ensure *Cutty Sark*’s preservation, conservation and interpretation for the pleasure and instruction of generations to come.

The ship-keeping team’s priority continues to be the ship’s presentation, including regular painting and oil varnishing. Another busy year involved removing the stuns’l booms from the rig, followed by their conservation and reinstallation. A new ship-technician volunteer programme will provide training in ship maintenance and conservation skills.

## Cutty Sark events

On 12 August 2015, English sailor Sir Robin Knox-Johnston, the first person to sail single-handed non-stop around the world (1968–69), was on board to present the ship’s millionth visitor since its 2012 reopening with a special gift. This was a signed copy of the book *Cutty Sark* by Dr Eric Kentley and a year’s membership of RMG.

The first illuminated Christmas display at *Cutty Sark* – a 36-metre Christmas tree suspended from the foremast – attracted widespread attention on social media and in the local press. After making such an impact, it is intended that *Cutty Sark* will become a key feature of Christmas festivities in Greenwich.

The ship’s Michael Edwards Studio Theatre, now in its third year, welcomed over 3000 spectators. Comedians Josh Widdicombe, Katherine Ryan and Alistair McGowan appeared, alongside musical performances and the ship’s annual birthday party concert – this year with OperaUpClose performing Mozart’s *The Marriage of Figaro*.



01  
Learning on board  
*Cutty Sark*

02  
Comedy event at  
*Cutty Sark*





# The Queen’s House

*400th anniversary  
refurbishment project*

Principal supporter: The Eyal and Marilyn Ofer Foundation.

01  
The Queen’s House,  
north facade

02  
War Artists at Sea  
exhibition



The Queen’s House is Inigo Jones’ pioneering architectural masterpiece, showcasing world-class art and royal history. It closed to the public in June 2015 for a major refurbishment project and is due to reopen in October 2016.

The refurbishment involves the complete reglazing of more than 60 windows to reinstate the full glory of our spectacular views across Greenwich. It also involves the internal uncovering of fireplaces, windows and other architectural features that were previously concealed. Two major conservation projects are transforming the interiors of the King’s Presence Chamber and the iconic Tulip Stairs.

Changes include a new colour palette, lighting scheme, graphic design, welcome and wayfinding, furniture and display cases throughout, and the complete redisplay of 22 galleries.

At the time of closure, some 170 works of art, mainly paintings, were on show in the Queen’s House. When it reopens, it will contain 450 works, the vast majority from our permanent collections. Highlight artworks in the collection include works by great masters, as well as the newly acquired Armada Portrait of Queen Elizabeth I, which will go on display in the Queen’s Presence Chamber. As well as paintings, items will include textiles, silver, sculpture, carvings, figureheads, ship models, miniatures, gold boxes, jewellery, clocks and scientific instruments. We have secured some outstanding loans from the Royal Collection Trust, National Portrait Gallery, Tate, Victoria and Albert Museum, British Museum, English Heritage and the National Trust. Some of these works are returning to Greenwich for the first time since the 1650s. And in 2015–16 we acquired several new contemporary artworks by women artists (→ p.36), which will also be displayed when the House reopens in autumn 2016.

Another key element of the anniversary project is the new artwork for the ceiling of the Great Hall by Turner Prize-winner Richard Wright, the first time an artist has worked on the ceiling since the 1630s. Wright is collaborating with five craftsmen on this ambitious and complex creation, taking inspiration from the ornament of the Tulip Stairs and using gold leaf throughout.

# Exhibitions at the Queen’s House

*Art from all areas*



At The Queen’s House  
From 15 February 2014  
To 26 July 2015

At The Queen’s House  
From 5 March 2015  
To 26 July 2015

Before closing in summer 2015, the Queen’s House held two fascinating and varied art shows. The first explored art and the war at sea in the 20th century; the second a feature film by a prominent contemporary artist.

## War Artists at Sea

This exhibition highlighted the riches of our First and Second World War art collections, with displays of visually arresting and moving portraits, battle scenes and depictions of everyday life during conflict. Revealed for the first time were works by John Kingsley Cook, who served in the Merchant Navy and spent time as a prisoner of war, and by the recently rediscovered artist Gladys E. Reed, who was in the Women’s Royal Naval Service in 1943–44.

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

## Unseen: The Lives of Looking by Dryden Goodwin

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





## 02. Caring for our collections

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



## Acquisitions

### *New artworks and objects*

#### Major acquisitions

The largest acquisition this year was, of course, the internationally celebrated clipper ship *Cutty Sark* – including the Long John Silver collection of 83 figureheads and *Cutty Sark*'s own figurehead, Nannie.

The Union flag flown by *Minotaur* at the Battle of Trafalgar was also acquired, and conserved, by the Museum with funds raised by public appeal. Its unveiling on Trafalgar Day, 21 October, attracted considerable media attention. One of the more unusual objects acquired in 2015–16 was a navigational teaching aid from the Marshall Islands, made from flat wooden sticks bound together with fibres, and individual cowrie shells tied-in.

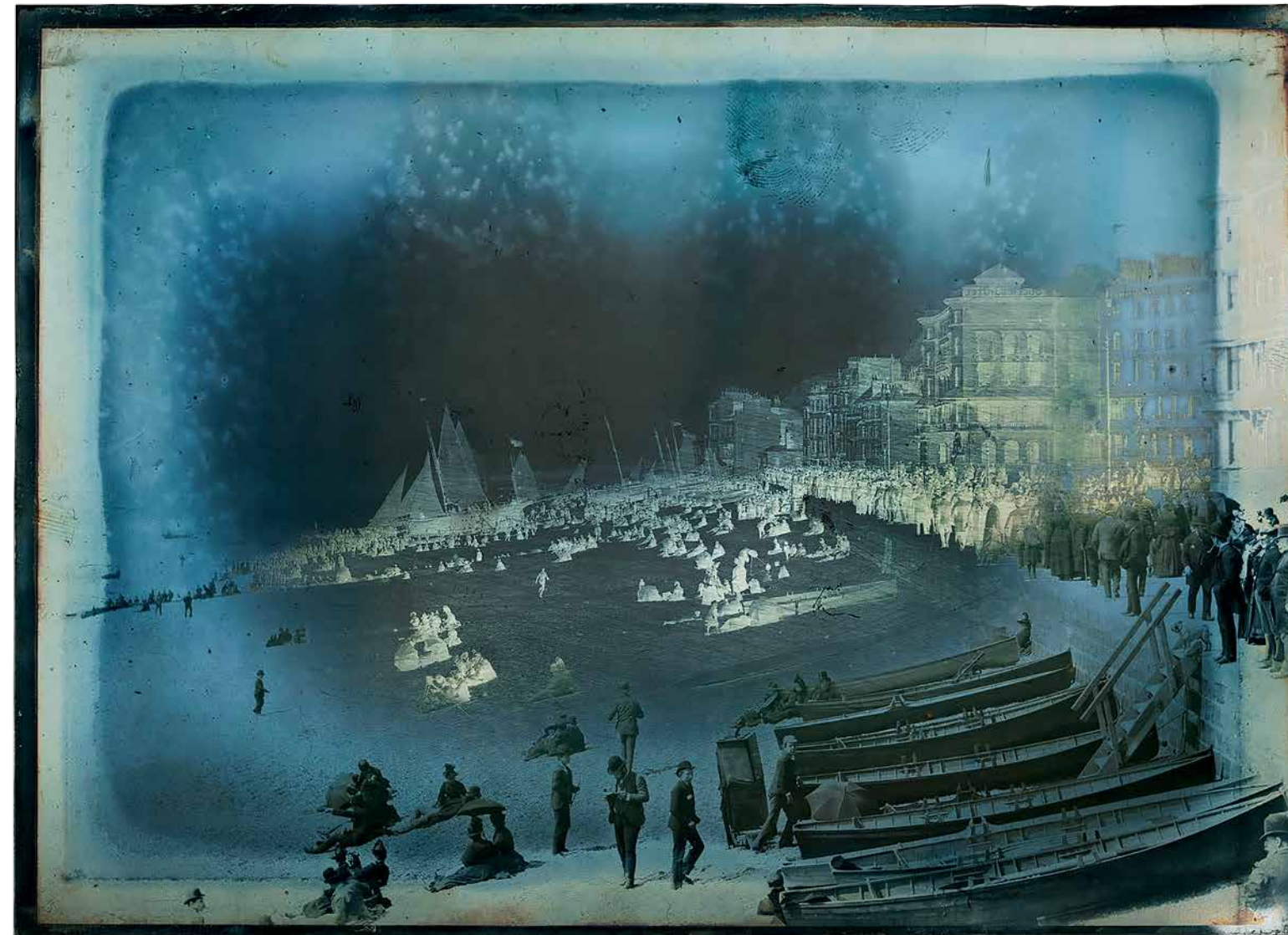
Documents acquired included a letter written by Walter R. Storch, a survivor of the sinking of RMS *Lusitania* on 7 May 1915, to the sister of Mary Nicol, who drowned. This was purchased with the assistance of the American Friends of Royal Museums Greenwich. A final set of papers of Admiral John Markham (1761–1827) was also acquired, which completed a group previously purchased from a descendant.

#### Contemporary art

A major focus this year has been on the acquisition of works by contemporary women artists, many of which will go on display in the Queen's House when it reopens in autumn 2016. New Zealander Marian Maguire merges classical and 18th-century imagery to reflect on her country's past in two series of prints (2003–08) related to Captain Cook's voyages. 'Navigating Coincidence' (1985–86) by American Michelle Stuart is also influenced by Cook, while her later photographic work 'Drawing on Space' (2011), merges art and science to suggest both the contemplative and joyful nature of stargazing.

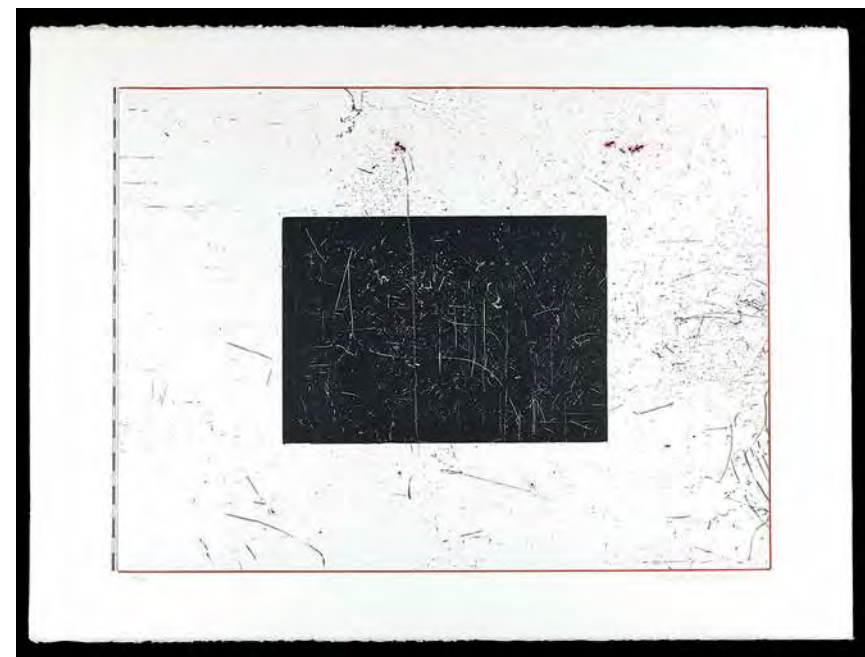
We have also acquired works by photographer Tessa Traeger. 'The Calligraphy of Dance' (2014) evokes court culture, through dance and portraiture, in four pieces that speak eloquently to the history of Greenwich as a royal site. 'Chemistry of Light No. 41: Bank Holiday Crowd' (2014) explores the life and decay of the photograph as an object.

British artists Susan Derges and Tania Kovats share a fascination with water. Derges's 'Starfield Shoreline' (2010) connects the ocean and the cosmos. Kovats's 'Sea Mark' (2015), made from hand-painted tiles, immerses the viewer in the broken surface of the sea, receding to a remote horizon.



01  
'Navigating Coincidence'  
by Michelle Stuart

02  
'Chemistry of Light No. 41:  
Bank Holiday Crowd'  
by Tessa Traeger



←  
01



# Conservation

*Conserving, storing and reviving*

01  
Pearwood bust of Galileo

02  
‘The Flagmen of Lowestoft’  
being restored

The Conservation and Preservation department continues its painstaking work caring for the collections, extending the life expectancy of our items, while also ensuring that they can be accessed and enjoyed. In 2015–16, the team assessed 4108 objects for conservation and treated 1611.

**Queen’s House 400th anniversary**

This has been the major focus of our work this year, in particular bringing over 100 paintings out of store to put on display and treating some 100 3-D objects. Key paintings (and their frames) receiving treatment have been the Peter Lely ‘Flagmen of Lowestoft’ group, John Francis Rigaud’s ‘Money Brothers’ and paintings by John Everett and Richard Eurich. Among the objects are figureheads, clock cases, ship models and sculpted wooden busts – including a beautifully carved pearwood bust of Galileo. The wax used to fill woodworm holes on the bust had discoloured, so this was carefully excavated and new, more stable stopping-wax applied.

↓ 01



**Endeavour Project**

The Conservation team has been closely involved in preparing the Museum’s four new permanent galleries. We have a lead conservator contributing to the content development for each gallery, and providing the link between the project team and the wider conservation team. We have assessed some 2000 objects so far and are ready to start conserving the objects, especially for the ‘Polar Worlds’ gallery.

**Cutty Sark conservation**

*Cutty Sark* required considerable attention from the ship-keeping team this year. Major projects included making and fitting a complete replacement for a water-damaged timber bulwark on the weather deck; repairing and waterproofing the concrete waterways, to minimize water ingress into the ship’s interior; and removing, restoring and re-oiling the stunsail (stunsail) booms on the fore mast.

**Condition surveys**

Every year, the Conservation department aims to carry out one survey of a self-contained collection. This year, we managed two such surveys, of unframed oil paintings (476 items in total) and half-block models (508). Over 70% were found to be in a generally stable condition. We also rolled five large flags and one tapestry. The flags are some of the largest in the Museum and had been stored folded in boxes, which due to the weight of the textiles can cause tears.

**Bespoke storage solutions**

Creating custom-made storage boxes for vulnerable objects is a core activity for the department. The boxes are designed to protect and secure the items, and also allow them to be lifted safely in and out. This year, we have made boxes for small hand globes and two umbrella globes, rehoused paintings on glass and made containers for several fragile photographic albums.



↑ 02



## Managing the collections

### *Planning, installing, touring, lending*

2015–16 has been another busy and productive year for the Collections Management department. The team decanted the whole of the Queen's House (including 248 pictures) in summer 2015, in advance of the refurbishment programme for the building's 400th anniversary. The autumn installation of the *Samuel Pepys: Plague, Fire, Revolution* exhibition involved 180 objects, including 120 loans from 41 lenders.

#### Loans

This year we lent 55 objects to 13 UK venues and 24 objects to seven venues overseas, including the China Maritime Museum in Shanghai, the Museum of Fine Arts in Boston and the Musée des Civilisations de l'Europe et de la Méditerranée in Marseille. The most high-profile items were two George Stubbs paintings from 1772 – 'Portrait of a Large Dog' (Dingo), lent to Tate Britain, and 'The Kongouro from New Holland' (Kangaroo), lent to four UK venues as part of the 'Travellers' Tails' tour. A further 500 objects are on long-term loan at 50 different venues.



#### Endeavour Project at Kidbrooke

The Endeavour Project will replace our fine and decorative arts store and conservation studios at our Kidbrooke site with new buildings. For the Collections Management team, preparation for the handover of the site in May 2016 started as far back as late 2014. Four storage buildings had to be emptied ready for demolition, and their contents moved elsewhere. All the collections were audited and photographed in advance and all movements tracked and updated on the database. The total number of objects moved in this mammoth operation was 54,380.

#### Collections data

We have completed two major digital projects this year. For the historic negatives data-transfer project, a total of 107,284 Catalogue records, 35,257 Vessel records, 18,920 People records, 1000 Places records and 250 Events records were transferred from a defunct database on to the Mimsy collections database.



## Caird Library and Archive

### *Our state-of-the-art research facility*

*‘Thank you so much for the wonderful on-site lectures and guided tours of the Caird Library and Archive for our British Studies class this past summer. Your graciousness and professionalism are much appreciated. The visit was a highlight of our time in London.’*

—  
School of Library and Information Science,  
University of Southern Mississippi

The Caird Library and Archive is the world’s most extensive maritime archive, providing a unique resource for researchers and those undertaking family-history research from around the world.

In 2015–16, we completed vital work to make more material in the Museum’s collections accessible to the public. In total, 8333 manuscript items and 5777 printed items were catalogued, with another 3136 individual items of ephemera catalogued by volunteers. The project to transcribe the letters of the Navy Board, 1680–90, resulted in 10,480 letters being made available online.

During the year, 4776 researchers visited the Library, including 13 members of the University of the Third Age researching the Battle of Jutland for an exhibition in the Museum.

The Library held its annual open day on 27 June 2015, attracting 261 visitors. Rare astronomy books, and prints and drawings from the Museum’s art collection were on view, there were ropework demonstrations and pirate sessions for children, and staff were on hand to advise on family history and seafaring ancestors.

#### Endeavour and 1915 Crew List projects

As part of the Endeavour Project, staff spent three months assessing over 191 metres of printed book material at one of the Museum’s stores, in preparation for the move to the new Prince Philip Maritime Collections Centre in 2017. The 1915 Crew List Project, an online resource that enables people to look for merchant seamen active during the First World War, was successfully completed, with a launch at *Cutty Sark* in summer 2015. A staggering 21,954 catalogue records were analysed, cleaned and uploaded, and are now accessible online. The project, run in partnership with the National Archives, is part of the Museum’s First World War commemorative programme; it’s been very successful, with over 12,000 page views each month.







↑ 01

## Research

### *Scholarship and academic resources*

01  
Conserving the  
collections

02  
Richard Dunn's Navigating  
Instruments book

03  
John Harrison's timekeepers  
at the Observatory

The world-class collections at Royal Museums Greenwich inspire 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 wider understanding of the objects in our care. As well as the collections themselves, the Caird Library and Archive ([→ p.42](#)) holds an extensive range of resources for finding out more about maritime history.

#### Publications and conferences

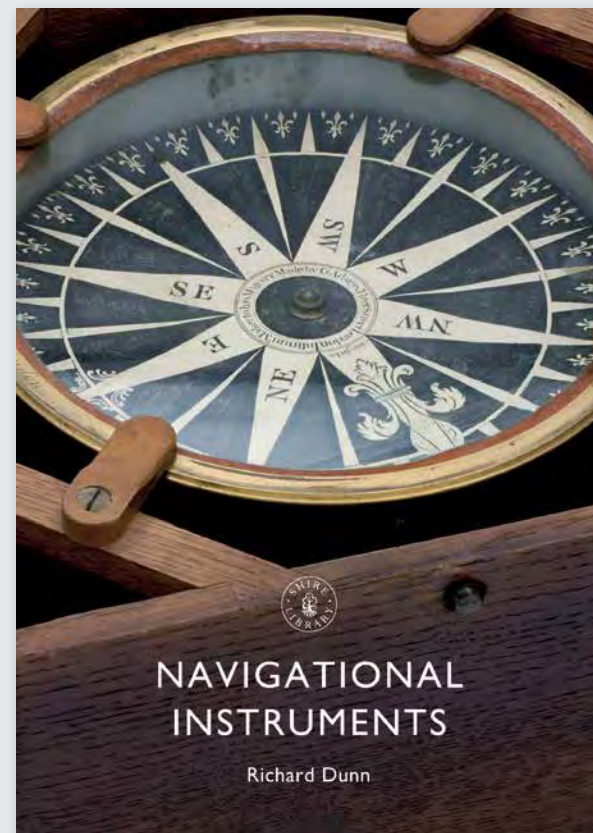
Numerous publications for academic and non-academic audiences included the exhibition catalogue *Samuel Pepys: Plague, Fire, Revolution* (ed. Margarette Lincoln, Thames & Hudson), *The Scientific Secrets of Doctor Who* (Simon Guerrier and Dr Marek Kukula, BBC Books) and *Navigational Instruments* (Shire) by Richard Dunn.

In 2015–16, the Museum hosted conferences with the Naval Dockyard Society and the Antiquarian Horological Society, as well as in-house maritime and Queen's House conferences. The Caird Medal Lecture was presented by the recipient of this year's (2015) actual medal, Professor Simon Schaffer. There were also 11 Maritime History and Culture seminars, held at the Institute of Historical Research.

#### Doctoral awards and research fellowships

During the year, 14 collaborative doctoral award students worked at the Museum on subjects including figureheads, prison hulks and surveying the Atlantic. These awards are administered in partnership with universities across Britain as well as our Thames Consortium partners at the National Portrait Gallery and The National Archives.

↓ 02



#### Board of Longitude project

The National Maritime Museum's research project on the Board of Longitude (a collaboration with the University of Cambridge, funded by the Arts and Humanities Research Council) concluded in summer 2015. During the five-year project, the team produced numerous talks, publications and other activities, and also fed into exhibitions such as *Ships, Clocks and Stars: The Quest for Longitude*. The project's first major publication, *Navigational Enterprises in Europe and its Empires, 1730–1850*, edited by Richard Dunn and Rebekah Higgitt, was published in October. A second volume is nearing completion.

↓ 03







### 03.

## Connecting with our audiences

The activities of Royal Museums Greenwich extend beyond Greenwich itself. We are now more able to share our collections and knowledge with audiences around the country and the world, through touring exhibitions, international partnerships, research fellowships and collaborations, marketing and media engagement, and our digital outreach. Our events and learning programmes have also hugely expanded in recent years, making our resources more accessible than ever before.

Marketing and digital outreach  
Schools and formal learning  
Events and programming

[48]  
[50]  
[54]

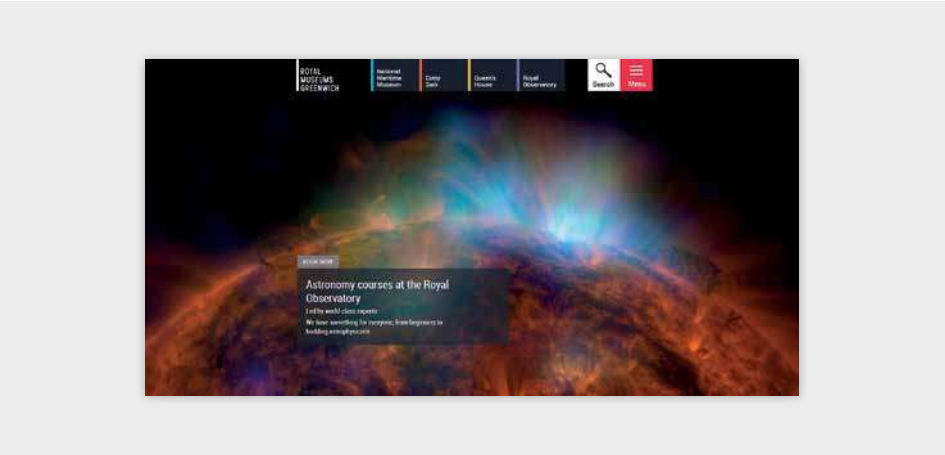
Media reviews  
Volunteer programme

[56]  
[58]



# Marketing and digital outreach

*Driving reach, revenue and reputation*



2015–16 saw a number of developments in the digital and marketing areas:

## Audiences

We have embedded a significantly enhanced audience-research package to inform strategy across the organization, supporting our corporate plan goal to ‘put audiences first’. We have seen particular growth in our family audiences this year across all of our venues, but driven above all by the National Maritime Museum, with its new highly rated AHOY! children’s gallery. We have also seen real growth (14%) in the numbers of day-trippers: connecting with this relatively local community is a key priority for our organization.

## Brand

We delivered an organization-wide branding project this year, looking at how it is perceived, how we want to be perceived, and how we can position our brand to build reputation and increase visitor numbers. A new brand strategy has now been finalized and will be embedded in the next few years.

4 million+

visits to our website

225,000

impressions on our tweets about the Battle of Trafalgar

229,000

impressions on the *Insight Astronomy Photographer of the Year* awards on Twitter

100,000+

followers on social media

## Campaigns

Our striking marketing campaigns for 2015–16 were highly successful in attracting visitors to RMG’s sites, exhibitions, events and courses. The *Against Captain’s Orders* campaign attracted a new audience: 50% of visitors had never visited the National Maritime Museum before and 98% had come specifically to see the show rather than as passing trade. The Planetarium campaigns again supported record visitor numbers, up by 16% on 2014–15 to 202,000. *Cutty Sark* ran a tourist-targeted campaign for the first time and, combined with joining the London Pass, this led to a 9% growth in the tourist market.

## Digital

Visits to RMG’s websites exceeded 4 million in 2015–16. In addition, followers on social media passed the 100,000 milestone this year, up 43% on the previous year. In November 2015 we successfully launched RMG’s new primary website: [rmg.co.uk](http://rmg.co.uk).

This is a responsive website that works well across mobile, tablet and desktop devices. It offers an improved user experience through its high-impact new design, and also incorporates clearer calls to action and 1000 pages of new content and films.

Stand-out moments on social media this year included our live coverage of the *Insight Astronomy Photographer of the Year* awards on Twitter, which achieved over 229,000 impressions and over 1000 re-tweets; and our response to the Battle of Trafalgar, when ‘live’ news from the battle was tweeted at the approximate times it happened 210 years ago. The latter received 225,000 impressions and was re-tweeted 1500 times. The most popular image was the rare Hilton Trafalgar flag, flown at the battle and displayed for the first time on Trafalgar Day at the National Maritime Museum, reaching 8600 people and 821 likes, comments and shares.



## Schools and formal learning

### *Programmes and workshops for all ages*

01  
Schools workshop at the  
National Maritime Museum

02  
Poetry collage workshop with  
Karen McCarthy Woolf

#### NATIONAL MARITIME MUSEUM AND THE QUEEN'S HOUSE

##### Schools programmes

The National Maritime Museum and the Queen's House (before it closed for refurbishment) welcomed 33,059 learners to our schools programmes in 2015–16. From pirates and polar explorers for our younger groups, to exploring complex themes such as transatlantic slavery, our programmes offer curriculum-linked enrichment for pupils of all ages. All programmes and resources are now evaluated by our new teachers' forum to ensure they are meeting teachers' and pupils' needs. The formal learning team offers high-quality resources to support teachers in the classroom.

In partnership with the Royal Borough of Greenwich, the Old Royal Naval College and *Cutty Sark*, we have developed the 'Maritime Greenwich Arts Award Discover' trail booklet. In April 2016, we launched 'Trafalgar Tales', a new programme for primary schools that draws on the collections of the Nelson, Navy, Nation gallery.

More than 1500 schoolchildren visited the *Samuel Pepys: Plague, Fire, Revolution* exhibition which was supported by the Worshipful Company of Arts Scholars. Supporting activities included creative diary-writing sessions for KS1 and KS2 school groups.

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



↑ 02



←  
01

#### Stories from the sea

We've secured a fifth year of funding from the Arts Council England 'Museums and Schools' scheme, to increase the number of visits by schools to museums in areas of deprivation and low cultural engagement. Our collaborative project with the Time and Tide Museum in Great Yarmouth now includes the Henry Blogg Museum in Cromer.

#### Endeavour Project

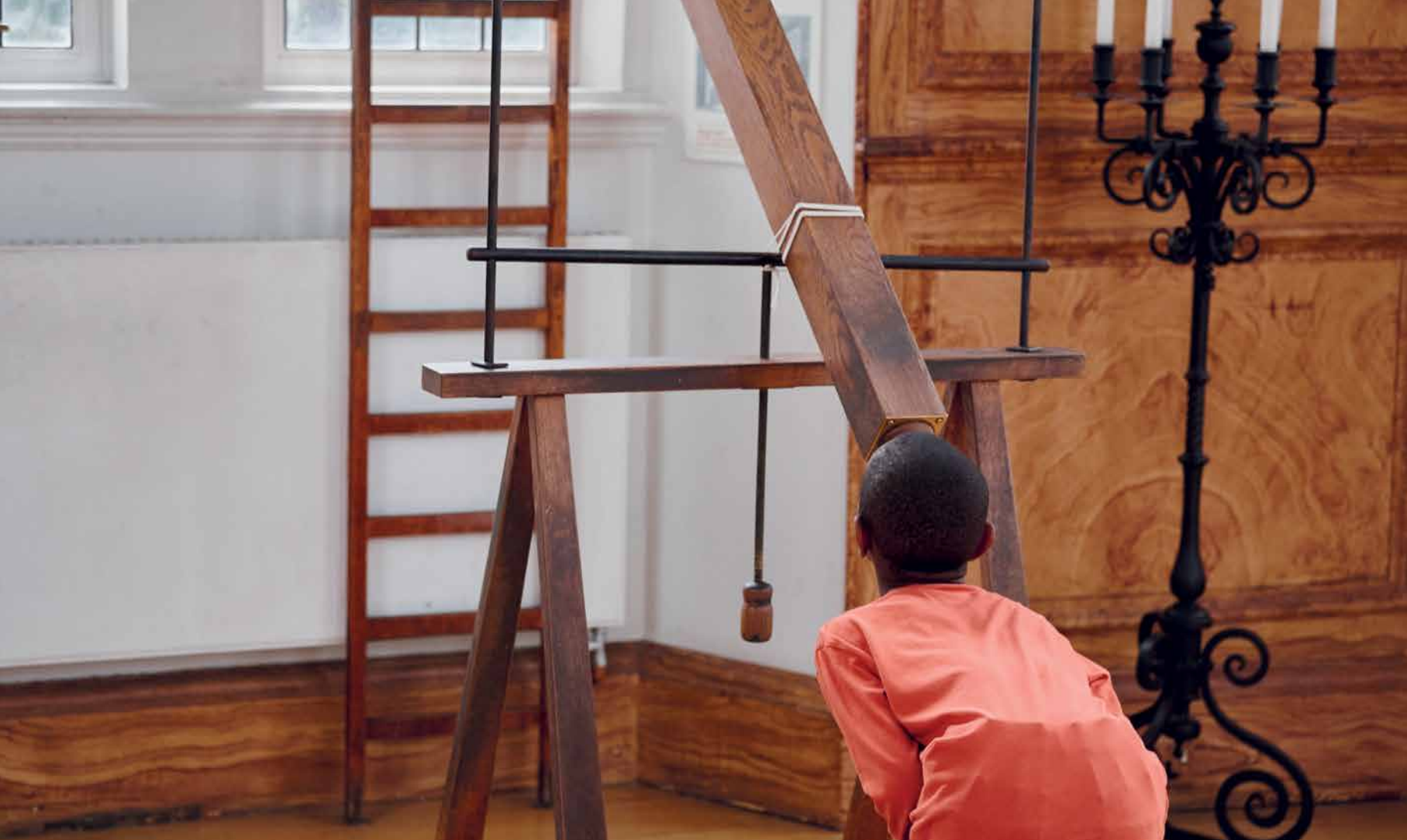
As part of the development of the Endeavour galleries, we are embracing more collaborative practice across our sites to create a new level of community and audience engagement. The project's activity plan focuses on practical approaches and has already informed the way we work across the organization, from a revised volunteers strategy to co-curation with local community groups and 'invisible histories' research projects.

The formal learning team joined World Heritage Site partners, Greenwich arts organizations and local secondary schools to develop the 'Your Future in Place' programme. This supports skills development and careers progression in the creative and cultural sectors for Greenwich young people aged 13–19.

#### Travellers' Tails

The HLF-funded 'Travellers' Tails' project is now in its third year. This is in collaboration with four museum partners: the Captain Cook Memorial Museum, Whitby; The Hunterian, Glasgow; the Horniman Museum and Gardens, London; and the Grant Museum of Zoology, UCL, London. The project tests new ideas for audience participation with the history of exploration, inspired by two paintings by George Stubbs ('Kangaroo' and 'Dingo') that were acquired by the Museum in 2013.





↑ 03

The science learning programme for schools is supported by the Lloyd's Register Foundation.

03  
Learning at the Royal  
Observatory Greenwich

04 | 05  
Learning on board  
Cutty Sark

**SCIENCE LEARNING AT THE ROYAL OBSERVATORY GREENWICH**

In 2015–16, we engaged with 31,885 students and 4977 teachers. A total of 414 teachers and trainee teachers participated in our continuing professional development (CPD) programme, a 37% increase on the previous year. Our digital resources include 15 formal learning videos, ten of which are animated: collectively they have been viewed 643,429 times.

With funding from the Science and Technology Facilities Council (STFC), we created two videos: ‘The Rosetta Mission’ and ‘Space Rocks’. They have been viewed 67,700 times on the Royal Observatory’s Vimeo channel, and also picked up by multiple other channels, including the European Space Agency (ESA).

We participated in Unlimited Space Agency, a project by theatre company Unlimited with several other leading science organizations, to inspire and help train the next generation of scientists and space explorers. This included the Astro Science Challenge, an online interactive adventure for 7–11s.

As part of the UK Space Agency’s Destination Space programme, we ran several schools and family events themed around British astronaut Tim Peake’s Principia mission to the International Space Station. This was made possible with funding of £10,000 from the Association of Science and Discovery Centres.

Our presenter network has gone from strength to strength this year, with sessions being held at the Royal Institution, Science Museum and Natural History Museum, as well as at the Royal Observatory. The group has grown to include 70 members from 35 different organizations. It not only allows us to share best practice of presenting (the group’s primary aim) but has provided very useful networking opportunities.

**LEARNING ON BOARD CUTTY SARK**

In 2015–16, more than 9000 schoolchildren visited *Cutty Sark* for a facilitated workshop or as part of a self-guided school visit supported by our online learning resources. Our team worked with Peoplescape Theatre Company and the National Maritime Museum to develop a workshop for primary school-age children with special educational needs and disabilities. In addition to our established British Sign Language tours, we now have audio-described tours. Our under-5s programme is growing, with increasing numbers for our regular toddler sessions and a toddler takeover day in November 2015 as part of the Kids in Museums Takeover Day.



↑ 04



↑ 05



## Events and programming

### *Community-focused festivals and activities*

*‘I was at the Museum for the LGBT day and would like to express my thanks for the great day. The decision to make it friendly to families was a particularly important step and the organizers should feel proud of what they achieved. I very much look forward to attending next year’s event!’*

Participant, LGBT day

Community events and public programming play an important role in the mission of all four sites at Royal Museums Greenwich, inspiring audiences of all ages, interests and backgrounds to engage with our themes and collections. Here are some highlights of 2015–16:

#### NATIONAL MARITIME MUSEUM

In February 2016, LGBT History Month was celebrated for the first time at the Museum with ‘*Out at Sea*’. The history of lesbian, gay, bisexual and transgender people has always been closely intertwined with maritime history.

This provided the inspiration for a dynamic and engaging exploration for all age groups, including a family programme based around identity and the rainbow flag, film screenings, a pub quiz called ‘In the Navy’, performances by the London Gay Men’s Choir, talks and workshops. The programme received excellent feedback that will shape future annual celebrations by the Museum.

In March 2016, to mark Women’s History Month, the ‘*Women Making Waves*’ weekend explored the role of women in the traditionally male domain of exploration via a series of talks, workshops, guided tours and children’s activities.

#### Family and youth events

Family events for all ages continue to grow at the Museum and *Cutty Sark*, with themed activities, craft workshops and actor-performances running every school holiday, and weekly sessions exploring the collections and bringing *Cutty Sark* to life. The popular, cross-site ‘Pirate Party’ continues to take place in May, while Great Map-based games are often arranged for school holidays in the Museum. Record numbers now attend the holiday programmes, with 40,000 engaged in family learning across 2015–16 at the Museum.

An innovative ‘Plague Takeover’ day in November 2015 marked the opening of the Samuel Pepys exhibition. It was facilitated by local young people in partnership with Emergency Exit Arts, Greenwich and Lewisham Young People’s Theatre and Smashfest. The first sleepover on *Cutty Sark*, in April 2015, was a sell-out, with almost 100 participants enjoying stargazing and storytelling. It was followed in October with another successful sleepover, this time in the Museum. It included Peter Harrison Planetarium shows and a science workshop, with supper and breakfast served in the Museum Café.



#### Caird Library and Archive events

We have established a regular events programme to bring the vast wealth of the archive’s material to life and encourage interest in family-history research. The sessions cover a variety of subjects from ‘Nelson’s Women’ to ‘Charting Africa’, ‘Pirates and Piracy’, and ‘Understanding Handwriting’, as well as the popular ‘Love in the Archives’ on Valentine’s Day – in 2016 featuring love letters from Nelson and Matthew Flinders – and ‘Death in the Archives’ on Halloween.

#### CUTTY SARK

In February 2016, *Cutty Sark* ran its first ‘Sea SIGNs’ event for deaf and hearing families, building on the success of our already established BSL (British Sign Language) tours of the ship.

The Museum also held a BSL-interpreted performance of *Against Captain’s Orders* in July to a small audience of deaf and hearing-impaired children and adults.

#### ROYAL OBSERVATORY EVENTS

Inspiring the public with astronomy and science, a wide programme of events at the Observatory incorporates film screenings, lectures, family workshops and hands-on science sessions. Our evening programmes performed at close to capacity in 2015–16. The telescope observing programme, ‘An Evening with the Stars’, remains heavily subscribed, with regular sessions conducted by astronomers as well as special themed events for Christmas and Valentine’s Day.







↑ 01

## Media reviews

### *RMG in the news*

01 | 02  
Media interviews with Royal  
Observatory astronomers  
on the Transit of Mercury

Royal Museums Greenwich enjoy a strong media profile with wide-ranging print and broadcast coverage. Our experts are consulted by a range of UK and international media, and our exhibitions, galleries and events frequently generate reviews and articles. Highlights of 2015–16 included:

#### Against Captain's Orders

*Against Captain's Orders* held wide appeal, and the press campaign achieved more than 160 press articles. Coverage highlights included Channel 4's *Sunday Brunch*, BBC London News, the *Daily Telegraph*, *Times*, *Guardian*, *Mail on Sunday*, *Financial Times*, *Evening Standard* and *Metro*.

#### Samuel Pepys

Samuel Pepys proved popular with the media, with more than 70 reviews and articles in national newspapers, consumer magazines and broadcast media. Highlights included a double-page spread in *The Times*. The exhibition was also covered by BBC London Radio, the *Daily Mail*, *Financial Times*, *History Today* and *Country Life*. It was reviewed on BBC Radio 4's Front Row, as well as in the *Guardian*, *Evening Standard* and *Daily Telegraph*. Online coverage was also widespread.

#### Insight Astronomy Photographer of the Year 2015

The Museum's annual *Insight Astronomy Photographer of the Year* competition received excellent coverage again this year. More than 200 UK and international media pieces were published, both in print and online. Broadcast coverage included Channel 4's *Sunday Brunch* and the BBC World Service and the winning images featured on the BBC website. Online galleries also appeared on *Guardian Online*, *Telegraph Online*, *Daily Mail Online*, BBC Earth, CNN and *Buzzfeed*.

#### Burgess Clock B

In April 2015, the Royal Observatory's horology team concluded their testing of the Burgess Clock B, announcing the trial's success at the Museum's conference, *Decoding Harrison*. Guinness World Records presented the Observatory with an award for 'most accurate mechanical clock with a pendulum swinging in free air'. Features ran in *The Observer*, *Independent* on Sunday, *Daily Telegraph*, *Daily Mail*, and on BBC Radio 4 and BBC regional radio.

#### Hilton Trafalgar flag

On 21 October 2015, Trafalgar Day, the Museum unveiled a rare Union flag from the Battle of Trafalgar. The story and images were featured in *The Times*, *Guardian*, *Independent*, *Daily Telegraph*, *Culture24* and on BBC Radio London.

#### Astronomy news

The Astronomy team appeared frequently in the media, discussing astronomical news across national and international outlets, including *The Times*, *Daily Telegraph*, *Mail Online*, BBC News, Sky News, BBC national and regional radio stations, and CNN. The Observatory also teamed up with the *Guardian* to take over the writing of their monthly 'Starwatch' column until the end of 2015.

#### The Quizuum

The National Maritime Museum and Queen's House were the venues for and focus of the third programme in the BBC Four series, *The Quizuum*, presented by Griff Rhys Jones. The Museum also featured in *The Quizuum*'s pre-broadcast publicity, including BBC channels and publications, and national press.

↓ 02





## Volunteer programme

### *An invaluable resource*

*‘We were fortunate to enjoy an informative, clever and thought-provoking tour on a one-to-one basis. 100% plus for value. Full marks for style and his kind manner.’*

—  
Visitor comment on a National Maritime Museum volunteer

Volunteers are an established and integrated part of the Museum workforce, and make a positive difference to our visitors and stakeholders. The Museum appreciates the time, energy, knowledge and talent that volunteers bring to the organization, helping generate interest and enthusiasm in all that we do.

In return, volunteers get opportunities to enjoy life-long learning, make new social contacts and build their vocational skills. Our volunteers contributed an incredible 33,250 hours to the Museum in 2015–16.

### The 1915 Crew List Project

Highlights of the year included the launch of the 1915 Crew List Project, on 30 June 2015 at *Cutty Sark*. This marked the completion of a four-year project, in partnership with the National Archives, to transcribe and digitize thousands of surviving Merchant Navy crew lists. The launch date was chosen because it was the centenary of the first award of a Victoria Cross to a merchant seaman, Captain Fred Parslow. We were delighted that the project was ‘Highly Commended’ for ‘bringing innovation’ in the London Volunteers in Museums Awards 2015.

### Upcoming projects

Our volunteers are involved in another joint scheme with the National Archives, this time on Royal Navy crew lists from the First World War. We have also recently embarked on a partnership with Ancestry, to transcribe the admission registers of the Dreadnought Seamen’s Hospital at Greenwich, 1826–1930. These are of particular interest as they are one of the Museum’s few record sets to feature seamen from all over the world.

As part of the Endeavour Project, we are looking at ways to increase the diversity of our volunteers. One initiative being piloted will offer Greenwich Community College students, who do not have English as their first language, ‘taster’ volunteering. The students will gain short-term opportunities to shadow staff in the Visitor Experience team and practise their language and customer care skills.

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 that they can carry out for us.



*‘I loved my time volunteering and found the team some of the nicest people I’ve worked with. I feel proud to have helped and only wish I could have stayed longer.’*

—  
*Cutty Sark* volunteer







## 04. 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.

Funding Royal Museums Greenwich  
Membership  
Development and fundraising  
Retail and commercial enterprises  
Finance  
Supporters of  
Royal Museums Greenwich 2015–16

[62] Royal Museums Greenwich 2015–16  
[64] Image credits  
[66] Forthcoming exhibitions  
[68] and openings  
[71]  
[72]

[74]  
[74]  
[76]



# Funding Royal Museums Greenwich

*Where the money comes from*

- 01  
Samuel Pepys: Plague, Fire, Revolution
- 02  
Royal Observatory Greenwich

In 2015–16, RMG’s total income was £29m. This constituted £13.5m (47%) from the organization’s self-engendered trading activity, donations and sponsorship; and £15.5m (53%) of funding from the taxpayer via Grant-in-Aid through the Department for Culture, Media and Sport.

Despite significant reductions in Grant-in-Aid in recent years – likely to be ongoing for the foreseeable future – and a challenging trading environment, we managed to boost income over the year. This was thanks to a £2m increase in admission income from the newly acquired *Cutty Sark* (accounting for £1m of the increase), the Royal Observatory (£600k) and our two popular temporary exhibitions.

We are very grateful to all our sponsors, large and small, for their generous support of our exhibitions and other programmes. Key sponsors this year included: RSA Insurance for *Samuel Pepys: Plague, Fire, Revolution*; Boeing for *Above and Beyond*; Insight Investment for *Astronomy Photographer of the Year*; and BAE Systems for *Jutland 1916*. In addition, we confirmed a new three-year partnership with HSBC.

The Kristian Gerhard Jebsen Foundation has made a very significant donation for naming rights for the ‘Polar Worlds’ gallery – one of the four new Endeavour project galleries. General support for the Queen’s House restoration included donations from The Eyal and Marilyn Ofer Foundation, Eric Reynolds and Michael Kovacs, for artist Richard Wright’s installation in the Great Hall, and from the Hartnett Conservation Trust and the Patrons and Members Appeal for the Tulip Stairs.

The Membership and Patron schemes continue to be very important sources of funding. Following a recruitment drive, we managed record membership sales – generating £266k – and are now at our highest level of membership, with a 27% increase on the previous year. We also welcomed two new Life Patrons, one new Patron and five Associate Patrons.



↓ 02





## Membership

### *A mutually beneficial relationship*

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

*‘It’s great to be part of such a wonderful group as Royal Museums Greenwich. The architecture and exhibits are truly delightful.’*

—  
RMG Member

Royal Museums Greenwich Members enjoy an exciting, ever-developing offer, including fast-track entry to the Royal Observatory, to Peter Harrison Planetarium shows, the *Cutty Sark*, National Maritime Museum and Queen’s House, and to special exhibitions; discounts in our cafés, restaurants and shops (including the online shop); discounts on lectures and courses; invitations to private views of new exhibitions and galleries, exclusive members’ events and previews; and regular newsletters and the new Members’ magazine, *The Wave*, to keep Members in touch and up-to-date.

2015–16 saw the best sales results for Membership, and we ended the financial year with the scheme at an all-time high, topping 6000 memberships for the first time. Members were also active in making use of their privileges, with a total of 36,500 Member visits to our pay-for-entry attractions.

*Cutty Sark* proved the favourite destination for Members last year, with 16,800 visits to the ship.

Extra value for Members was also available for many of our special events in 2015–16, following the introduction of the Members’ priority booking scheme. Events and exhibitions that featured in the offer included showings of cult films, such as *The Thing* (1982) and *Renaissance* (2006), in our Silver Screen Sci-Fi season at the Planetarium, and the special performance of Mozart’s *The Marriage of Figaro* to mark *Cutty Sark*’s 146th birthday.

Staff from across the organization encouraged Member engagement – with contributions from curators and conservators, as well as via *The Wave* – and also continued to develop programming popular with Members.





# Development and fundraising

## Our donors, sponsors and Patrons

‘The Royal Museums Greenwich team made us feel like special and important guests and, more importantly, friends and partners. We were blown away by the exhibition and look forward to continuing our association over the coming months and beyond!’

—  
Barbara O’Reilly, UK Commercial Insight, Promotions and Marketing Director, RSA Insurance, sponsor of *Samuel Pepys: Plague, Fire, Revolution*

In 2015–16 we focused on planning for a major fundraising campaign to support the Endeavour Project. This culminates in 2018 with four new galleries at the National Maritime Museum. We need to attract a wide range of support to raise the full £26m – and so this year we talked to major bodies, such as the Heritage Lottery Fund and DCMS. We were thrilled to develop a major partnership with the Kristian Gerhard Jebsen Foundation as the principal supporter of Endeavour’s ‘Polar Worlds’ Gallery, and we thank the Foundation for this early commitment, which is so important in any large appeal.

### Continuing and new supporters

The acquisition of *Cutty Sark* enabled us to review our corporate membership scheme to ensure that we offer an ever-greater array of benefits and superb, original entertaining spaces. Following a five-year partnership, HSBC extended its support of *Cutty Sark* for a new three-year period. Such long-term commitment allows us to deliver flexible and personalized packages. Insight Investment moved into their second year as title sponsor of *Insight Astronomy Photographer of the Year*, increasing the overall prize money for the winning photographer to £10,000.

Together we worked to broaden the reach of the competition and entries continued to rise. Exciting future plans include taking the it overseas. We were delighted to attract a new sponsor, RSA Insurance, for *Samuel Pepys: Plague, Fire, Revolution*. We also received support from the Corporation of London and the Worshipful Company of Arts Scholars towards the associated education programme.

### Patrons’ involvement

Our Patrons continue to play a vital role in the success of Royal Museums Greenwich. Excellent stewardship enabled us to achieve an enviable retention rate of over 95%, and we have also welcomed new people to the programme at all levels. Our staff led research into Patrons’ views, which will inform the shape of the programme going forward. Patrons’ events offered exceptional chances to get closer to our collections, exhibitions and experts. These included a visit to the organic conservation studio; a trip to Cambridge to view Pepys’s diaries; and the second international tour, led by the Director, which explored the maritime heritage and art history of the Netherlands.



←  
01



↑ 02

01  
‘Sea Things’  
gallery visualization

02  
*Endeavour* under repair  
after running aground  
on the Great Barrier Reef,  
June 1770





↑ 01

## Retail and commercial enterprises

### *High-profile events and publications*

2015–16 was another successful year for our department. Commercial Enterprises generated income of more than £8 million (including admissions), while Retail brought in over £2 million. The Meridian Shop had its best-ever year, with sales topping £860,000. The Special Exhibitions Gallery shop did particularly well, too, with the catalogue for *Samuel Pepys: Plague, Fire, Revolution* selling more than 2500 copies.

#### Events and filming

Our Events and Filming team managed several high-profile projects. These included product launches for Audemars Piguet watches and Bowmore whisky; corporate events at *Cutty Sark*, including the HSBC Chairman's Dinner; and the Lloyd's List Global Awards, in Neptune Court.

The Royal Observatory, an ever-popular film location, was used in the BBC mini-series *The Secret Agent*, an adaptation of the Joseph Conrad novel, released in 2016. The annual Greenwich and Docklands International Festival held its launch reception at the Royal Observatory, and a musical performance based on Thames tidal data at the Museum. The Michael Edwards Studio Theatre in the hull of *Cutty Sark* hosted some renowned comedians as part of the very popular Pre-Edinburgh Comedy Festival.

01 | 03

The Meridian Shop,  
National Maritime Museum

02

*Art and the War at Sea*,  
1914–45 book

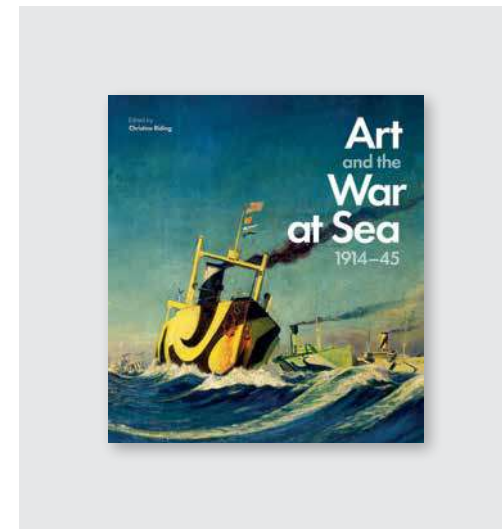
#### New book titles and commercial images

The Publishing team produced an eclectic list of eight new titles: *The British Sailor of the First World War* (Shire Bloomsbury); *The Scientific Secrets of Doctor Who* (BBC Books); *Astronomy Photography of the Year, Collection 4* (HarperCollins); *The Intimate Universe: How the Stars are Closer than You Think* (Quercus); *Art and the War at Sea: 1914–45* (Lund Humphries); *In Nelson's Wake: The Navy and the Napoleonic Wars* (Yale University Press); *Samuel Pepys: Plague, Fire, Revolution* (Thames & Hudson); and *Commemorating the Seafarer: Monuments, Memorials and Memory* (Boydell Press).

Among our brand collaborations, the 2016 edition of *Guide to the Night Sky* (with Collins) showed strong sales, and we expanded our licensed range of products with one of our partners, Surface View, to include more homewares.

The Picture Library had a very successful year, exceeding target income. The team continued to work with a wide range of clients from the *New York Times* to Red Bull, and also secured a very lucrative deal with a computer-gaming company to use our ship plans and historic negatives. The Photographic Studio created more than 11,000 images for in-house and commercial purposes.

↓ 02



↓ 03





Finance

The data-crunching

In 2015–16, the primary source of funding for Royal Museums Greenwich was Grant-in-Aid from the Department for Culture, Media and Sport, with additional income derived from donations, sponsorship, admissions and trading activity.

Income increased over the previous year, despite reductions in Grant-in-Aid, due to increased admission income from the Royal Observatory, our two temporary exhibitions and from *Cutty Sark*, which transferred to the Museum on 1 August 2015. As a result of this transfer, fixed assets increased by £9.7m, which represents the value of the glass canopy and infrastructure. The ship itself was transferred as a heritage asset with nil value because this cannot be reliably measured.

This year the Museum spent £295k on acquisitions and received donated objects to the national collection amounting to £1,002,000, including objects from *Cutty Sark*.

Our trading subsidiary continued to perform well and transferred its profit of £928k as Gift Aid to the Museum.

Our temporary exhibitions programme delivered a strong financial performance with the conclusion of *Against Captain's Orders* and *Samuel Pepys: Plague, Fire, Revolution* – both of which were well attended.

The full Annual Report and Accounts are available on our website: [www.rmg.co.uk](http://www.rmg.co.uk).

INCOME	£M	EXPENDITURE	£M
Grant-in-Aid	15.5	Acquisitions for the Collections	0.3
Admissions and Membership	5.4	Collections Care and Management	2.1
Donations	3.1	Exhibition and Digital Programmes	1.8
Income from Trading Activities	2.3	Education	1.2
Other	2.8	Research and Archive	1.5
		Visitor Services	1.7
		Additions to Fixed Assets	4.1
		Estates Management and Maintenance	3.9
		Commercial and Fundraising	2.7
		Communications and Marketing	1.4
		Cost of Trading Activities	1.3
		Support Services	6.6



Supporters of Royal Museums Greenwich  
2015–16

GOVERNMENT	The Department for Culture Media and Sport The Heritage Lottery Fund	SAMUEL PEPYS: PLAGUE, FIRE, REVOLUTION	Aldgate and Allhallows Foundation City of London Corporation John Armitage Charitable Trust Joseph Strong Frazer Trust The Swire Charitable Trust Thames Clippers The Worshipful Company of Weavers The Worshipful Company of Arts Scholars	SPONSORS	BAE Systems Boeing United Kingdom Limited Insight Investment Meantime Brewing Company Pusser's Rum RSA Insurance Group	HONORARY COMMODORES	Awarded for outstanding support and commitment to the Museum. The Honorary Commodores (including deceased) are: John Anderson, OBE; Sir David Attenborough, OM; Victor Benjamin; Richard Carlson; Professor Martin Dauntton, FBA; William Edgerley; Sir David Hardy; Peter Harrison, CBE; Nigel Macdonald; Zvi Meitar M. Jur; David Moorhouse, CBE; Sammy Ofer, KBE; Libby Purves, OBE; Dr David Quarmby, CBE; Lord Rees of Ludlow, OM, FRS; Professor N.A.M. 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
MAJOR SUPPORTERS	Art Fund BAE Systems Charles Dunstone Charitable Trust The Clothworkers' Foundation Sir John Fisher Foundation The Foyle Foundation Insight Investment Kristian Gerhard Jebsen Foundation The Leathersellers' Company The Stavros Niarchos Foundation A. G. Leventis Foundation Lloyd's Register Foundation The Monument Trust Clive Richards, OBE, DL and Sylvia Richards RSA Insurance Group The Sackler Foundation The Corporation of Trinity House Viridor Credits Environmental Company The Wolfson Foundation Peter Harrison Heritage Foundation The Eyal and Marilyn Ofer Foundation and other supporters who wish to remain anonymous	THE QUEEN'S HOUSE	Art Fund Michael Kovacs The Eyal and Marilyn Ofer Foundation Eric Reynolds The Lord Thomson of Fleet <i>All donors to the Patrons and Members' Appeal in support of the Tulip Stairs</i>	CORPORATE MEMBERS	The Baltic Exchange; BMT Group Ltd; BP Shipping; COSCON (UK); Howe Robinson Partners; Insight Investment; Liberty Syndicate Management Ltd; Lloyd's Register; Meantime Brewing Co. Ltd; Novotel London Greenwich; Simpson Spence and Young Ltd; United Technologies Corporation; Upfront TV Ltd	CORPORATE LOAN HOLDERS	Rathbone Brothers plc; Simpson, Spence and Young
ENDEAVOUR PROJECT	Charles Skey Charitable Trust Baltic Charitable Fund Charles Dunstone Charitable Trust Kristian Gerhard Jebsen Foundation	DONOR ORGANISATIONS	The American Friends of Royal Museums Greenwich; Association of Science Discovery Centres; Embassy of the Federal Republic of Germany; Flamsteed Astronomy Society; Galbraith's Limited; Members of Royal Museums Greenwich; The Nelson Society; Old Coulsdon Women's Institute	LIFE PATRONS	Michael T.R. Brown; Rear Admiral Sir Jeremy de Halpert, KCVO, CB; D. Gregory B. Edwards; Anthony Inder Rieden; Alan R. W. Marsh; The Matheson Todd Trust; R. K. Mehrotra, CBE; Vaughan Pomeroy and Ann Nussey; Clive Richards, OBE, DL; Ian Ridpath; Paddy Rodgers and Harriet Drake; Dick van Meurs; John W. R. Martin; and others who wish to remain anonymous	DONORS TO THE COLLECTION	Jennifer Allen; Martin Anson; Martin Argles; Estate of N. P. de Rouen Forth; Herrington and Carmichael LLP; David Lane; Toby Leigh; Ralph McGill; Michael Morrice; Patricia Palmer; Rosemary Pearce; Pobjoy Mint Ltd; Paul Taylor
AGAINST CAPTAIN'S ORDERS	Arts Council England	BEQUESTS	Anne M. Crosthwait; Marilyn L. Peterson	PATRONS	Izabella Andersson, MBA; John R. Asprey; Rear Admiral and Mrs Roy Clare; The A. C. H. Crisford Charitable Foundation; Simon C. Davidson; J.E. Day; Anthony Dove; Michael Else Esq; Kevin Fewster; Nicholas Fisher; Lt Cdr P. Fletcher; Michael Gibson; David and Margaret Hartnett; Charles Hoare Nairne; Richard Hunting, CBE; D. J. Larnder and R. J. Cocksedge; Commander P. J. Linstead-Smith, OBE; John Manser; Jane Mennie; Alan Parker CBE; Jeremy Penn; W. Scott Perry; Merrick Rayner; Eric Shawyer; Ms C. Shipley; Rear Admiral D.E. Snelson, CB, FNI; John and Madeleine Tucker; Dr Anthony Watson, CBE; Klaus Diederichs; Sir David and Lady Hardy; Sir Alan Rudge; Robert Woods and others who wish to remain anonymous	BEQUESTS TO THE COLLECTION	Doreen Dundas Bathurst; Kenneth A. E. Sear
To all of whom the Trustees are very grateful.							



# Royal Museums Greenwich

## 2015–16

PATRON

HRH The Duke of Edinburgh, KG, KT

THE BOARD OF TRUSTEES OF THE NATIONAL MARITIME MUSEUM

Sir Charles Dunstone, CVO, Chairman

—

And in order of first appointment:

Sir Robert Crawford, CBE

Linda Hutchinson

Eleanor Boddington

Professor Chris Lintott

Joyce Bridges, CBE

Carol Marlow

Jonathan Ofer

Eric Reynolds

Gerald Russell

Professor Alison Bashford

Jeremy Penn

Admiral Sir Mark Stanhope, GCB, OBE, DL

Brief biographies of the Trustees are available from [www.rmg.co.uk/work-services/what-we-do](http://www.rmg.co.uk/work-services/what-we-do)

THE EXECUTIVE TEAM

During 2015–16, members of the Executive Team were:

Dr Kevin Fewster, AM

*Director and Accounting Officer*

Dr Margarette Lincoln (to 30 April 2015)

*Deputy Director*

Andy Bodle

*Director, Operations and Human Resources*

Anupam Ganguli

*Director, Finance*

Mike Sarna

*Director, Collections and Public Engagement*

Kate Seeckts

*Director, Development*

Richard Wilkinson

*Director, Enterprises*

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# Forthcoming exhibitions and openings

## *Coming soon to Royal Museums Greenwich...*

At the Queen's House  
Reopens autumn 2016

**400th anniversary of the Queen's House**  
The Queen's House is an acknowledged masterpiece of 17th-century architecture. In celebration of the 400th anniversary of its commissioning and design, it will reopen to visitors with refurbished galleries and new displays focusing on the iconic people and events, artists and architects connected with the building. Orazio Gentileschi's painting, 'Joseph and Potiphar's Wife', will also be put on display in its original surroundings for the first time since 1650. The painting, generously lent by Her Majesty The Queen from the Royal Collection, was one of a sequence commissioned for the Queen's House by King Charles I and Queen Henrietta Maria.

At National Maritime Museum  
Opens 4 November 2016

**Emma Hamilton: Seduction and Celebrity**  
*Emma Hamilton: Seduction and Celebrity* is the first major exhibition to showcase the life of Emma Hamilton, featuring many key portraits by George Romney and over 200 objects including letters, jewellery and clothes from the Age of Enlightenment. The ultimate costume drama, this is a story about female achievement, performance, beauty, celebrity, and society's treatment of women in the late 18th and early 19th century.

At National Maritime Museum  
From July 2017  
To January 2018

**Exhibition on Franklin's fateful 1845 expedition**  
The epic story of Arctic endeavour that ended in tragedy will be examined, after the recent discovery of Sir John Franklin's flagship, HMS *Erebus*, in the Canadian Arctic. This exhibition – which will run for at least five months – will explore what went so catastrophically wrong when 129 men lost their lives on Franklin's famous 1845 expedition to the North-West Passage.





By showing how we strive to  
understand our world and universe,  
we recognise human endeavour,  
conflict, courage and imagination.

—  
*Royal Museums Greenwich*







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Volunteer at  
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[email.volunteer@rmg.co.uk](mailto:email.volunteer@rmg.co.uk)