

THE RMG PLAN 2024-28

Building Reach, Reputation and Resilience

PART 1: Overview and achievements 2023-24

Introduction

2023-24 saw our visitation return almost to pre-pandemic levels, indeed some of our venues exceeded numbers in 2019-20 and the ALVA (Association of Leading Visitor Attractions) visitor numbers published in March show RMG at no. 11 (up from 13 last year) in the UK's most popular attractions. This is yet again a huge achievement and testament to the hard work and commitment of our staff.

The coming years will be challenging in terms of our ability to reach similar numbers as the closure of Neptune Court for essential works will have an impact on visitation as will the anticipated closures during the ROG First Light Project. However, although inevitably disruptive in the short-term, these projects will transform these spaces for future generations.

This RMG Plan, originally agreed by the Museum's Executive Directors, the Senior Leadership Team, and by our Trustees in May 2022, sets out for our colleagues and our stakeholders our primary aims and values and specific activities over the coming years. The Plan has been updated (May 2024) to reflect the achievements of the last year and to set out our activities for the coming year. It is not intended to be exhaustive but rather to provide an overview of the main areas of focus. We have removed the redevelopment of the ROG as our first Primary Aim and incorporated its activities and aspirations within our remaining six Primary Aims as we see it as fundamental to so much of what we do over the next four years.

Below is a brief overview of the vision for each of our sites, followed by a summary of our key achievements over the last year and then our main priorities for the coming year.

ROG

The ROG was built and subsequently modified for science rather than public access, and it now needs vital investment to safeguard its unrivalled heritage, futureproof it for the next generation and improve access. Over the coming four years we aim to transform the site, repair and restore historic features as well as focusing on physical, cultural, intellectual and economic access so that everyone can enjoy and benefit from all the Observatory has to offer. Through this project we aim to inspire new audiences and advance our remit as a place for the public understanding of astronomy.

The ROG represents our biggest opportunity for increasing revenue for the Museum and so this work and investment is vital in securing the long term success of RMG.

NMM Galleries *Our Ocean Our Planet: Ocean, People, Vessels*

The Endeavour Project, completed in 2018, provided our visitors with four new gallery spaces in the NMM, utilising spaces previously used for staff accommodation and thereby markedly increasing our visitor offer by 1,000m² enabling us to display an additional 1,100 collection items and radically improving and simplifying visitor circulation around the Museum. The project also saw a transformation in how we work, engaging much more than previously with our stakeholders and communities.

June 2024

The replacement of the roof in Neptune Court not only allows us to improve the environmental conditions of the space; reducing the heat, fixing the leaks and improving the acoustics, but also presents us with opportunities to reimagine the space. When we re-open in summer 2025, it will be renamed as Ocean Court, and open the way to understanding vessels and life at sea as currently expressed in our galleries. We will continue to create temporary displays and to improve existing galleries.

Queen's House Art & Architecture

In the period leading up to its 400th anniversary in 2016, significant conservation work was undertaken and the Queen's House was redisplayed with fine and decorative art which has been refreshed each year since.

We shall continue to deliver a dynamic, inspiring, changing programme of displays in the Queen's House. Our ambition is to return Turner's *Battle of Trafalgar* to the Queen's House in the future, if possible. Within the next 4 years, we will continue to grow, build and attract an arts loving audience through creative activities and innovative partnerships. Commercial events will deliver financial support but the focus will be to balance this carefully with continuous public access.

Cutty Sark

We want the *Cutty Sark* to develop as a skills and knowledge base, a landmark for local history and an anchor story for the great river port, London. It should become the access point to understanding how trade drove exploration and globalisation. Using new technology to experience seafaring in the days of sail is important to build engagement. To this end live events, the rig climb, character actors, virtual reality experiences continue to be developed to deliver this deeper engagement to tell the stories about the ship's history.

The ship is also undergoing vital deck repairs and so far we have managed to carry out this work without too much disruption to the public, but in 2030 we shall have to undertake the replacement of the main weather deck which will necessitate the ship's closure for up to a year. Visitation to the ship has been slightly down on our expectations in 2023 and 2024 and we are currently working on ideas to boost visitation in the coming period. When construction starts at the ROG, it is vital that we continue to provide our visitors with plenty to do and see, and as our only other fee paying venue, continuing to generate income at the *Cutty Sark*.

PPMCC

The opening of PPMCC at Kidbrooke in 2017 was a significant achievement; not only did it provide us with state of the art facilities for our collections, our visitors and our staff, it meant a consolidation of our off-site storage facilities. Recent Press attention has focused on the excellent work done by the Collections and Engagement teams to open up our collections in store to the public.

Work continues at Kidbrooke to make more efficient use of our space and to make the collections in the old spurs more accessible to the public.

June 2024

In terms of our primary aims and values as set out in May 2023 we have achieved the following:

1. Deliver ROG "First Light" – celebrating the 350th anniversary of celestial observation

Activities set out in May 2023:

- Obtain statutory permissions for architectural works: submit planning application
- Develop architectural designs/cost/timetable to a detailed level ready for build tender: Complete Technical Design
- Unify Time & Space concepts completing the narrative vision: Complete new galleries/spaces Concept Design. Commence Spatial Coordination
- Develop detailed narrative designs

Achievements:

- The programme has been revised during the year and Planning submission date has been moved to June 2024. Consultation meetings with the Royal Borough of Greenwich, Historic England and key stakeholders undertaken and continuing
- Public consultation commenced with project plan on boards at ROG and at NMM
- RIBA Stage 3 Spatial Coordination to be completed by June 2024. RIBA Stage 4 Technical Design to begin in July 2024 (subject to funding being in place)
- Overall narrative created for the site together with an interpretation plan
- NLHF stage 1 application submitted in February 2024. £3m pledged by Weston Foundation. Major applications for seven figure gifts invited and in progress to a number of significant trusts. Cultivation programme underway with potential major donors and corporates, with our Ambassador group facilitating introductions and making opportunities
- Outline Business case submitted to DCMS in April 2024 and conditional approval received

2. Give people a reason to visit again and again

Activities set out in May 2023:

- Continue the RMG cross-site year-round programme of annual programmes, festivals and activities supporting audience access to the collections, themes and sites e.g., Diwali, World Oceans Day, Astronomy courses, Evening with the Stars
- Deliver cross-site seasons of activities to test the potential to increase/encourage return visits around a thematic approach - Drawing, Play, Identity
- July '23: Playground opens

Achievements:

- Successfully delivered nine community festivals attracting over 57,000 visitors to our sites on festival days: Caribbean Takeover (11,471), World Oceans Day (7,766), Windrush 75 (6,841), PPMCC community day (128) ISRD (International Slavery Remembrance Day) 23 August (800), Sea Shanty Festival (939) Diwali (10,309) Lunar New Year (12,195), Out at Sea (6,874)
- Hosted a programme of activities inspired by 36 globes from *The World Reimagined* art education project between March – August
- Expanded our Astronomy Engagement community offer in frequency and variety of themes. The programme now runs every weekend alternating between six sub

strands: Astronomy and Islam, Chinese Astronomy, South Asian Astronomy, Bilingual Families, Morning Stars and Space Explorers

- Maintained a regular programme of pre-recorded and live planetarium shows
- Completed another successful observing season of our popular Evening with the Stars programme
- Developed, consulted with users, and opened The Cove playspace in October '23
- Developed our Talks and Tours programme across our sites and delivered a number of public events including comedy nights at the *Cutty Sark* and classical music concerts in the Queen's House
- Hosted *The Van de Velde: Greenwich, Art & The Sea* and the display of a new contemporary tapestry commission by Barbadian-Scottish artist Alberta Whittle and Dovecot Studios, *Feeling Blue*; in March the House reopened with a new hang emphasising RMG's nationally-important holdings of naval portraiture to coincide with the publication of [The Art of Naval Portraiture](#) by curator Katherine Gazzard
- Opened *Women of the RNLi* – an exhibition celebrating the contribution of women to this life-saving organisation

3. Engage with the environmental challenges facing our future

Activities set out in May 2023:

- Support the work of the Sustainability Manager to increase the environmental sustainability of our sites and buildings
- Review our approach to the management of our collections, including the reduction in commercial storage, more efficient use of the remaining Kidbrooke site, collections rationalisation and increasing our storage estate sustainably
- The Oceans content groups shall continue to work up ideas for displays on environmental topics for a rolling programme in our New Insights gallery, and we shall continue to develop the programme around World Oceans Day building our reputation in this area
- Use RMG's contemporary maritime programme and our work with international maritime heritage partners (e.g. ICM, LRF) to reduce 'sea blindness' and build ocean literacy amongst our publics

Achievements:

- Published our first Sustainability Strategy. Taking its lead from the RMG Plan, and the commitment to engage with the environmental challenges facing our future, it defines our sustainability values
- Won the Greener Greenwich Award at the Greenwich Business Awards in recognition of our efforts to reduce waste
- Obtained £70,000 grant funding from the Salix Low Carbon Skills Fund, to develop Heat Decarbonisation Plans for NMM, Queen's House, PRW and Brass Foundry
- Reduced operational carbon emissions from the QH Ice Rink by more than two thirds by using the NMM mains electricity supply in place of diesel generators
- Improved sustainability communication by the creation of an internal Sustainability Hub on the intranet and an expanded Sustainability section of the website
- Licensed "We Are Guardians", a Planetarium show which has a strong environmental theme, and incorporated it into regular programming
- Installed "Earth from Space", in the ROG microgallery, focussing on satellite imagery, earth science, and environmental changes

- Delivered a second tranche of Lloyds Register Foundation-funded activity. LRF have renewed and increased their significant support for the contemporary maritime programme for another 5 years. The programme aims to challenge 'ocean blindness', develop ocean literacy and generate awareness of safety at sea
- Undertaken research with NMM visitors and front-of-house staff to establish the scope for engaging future visitors with the subject of ocean literacy through a refreshed Ocean Court
- Reviewed the Conservation Policy committing to a risk management approach that balances the care of collections with environmental sustainability
- Expanded overnight AHU shutdowns in collections spaces to object-rich gallery 'Forgotten Fighters' bringing 3D material within the scope of the trials

4. Increase the relevance of our expertise and collections for our audiences

Activities set out in May 2023:

- Content Strategy Development groups to review existing work and generate stories around the collection with a view to increasing audiences
- Spring 2023: Launch RMG Research Framework and commence delivery of Research Action Plan, to include: review of RMG fellowship scheme; launch refreshed scheme Autumn 2023; identify opportunities to ensure RMG's research community represents those it serves through consultancy work and targeted fellowship opportunities
- Utilise audio guide apps for inclusion of community voices in galleries and increase the number of translations as we see the return of international visitors (four more languages will be added in 2023 ahead of the summer peak)-

Achievements:

- Relaunched RMG's Caird research fellowship programme; open to anyone able to demonstrate the ability to undertake independent research and includes a new funding stream to support public engagement with research activity
- Secured two new RMG doctoral studentships (through our leadership of the AHRC-funded REACH CDP consortium) to commence in October 2025
- Commissioned Black Curatorial to review RMG's fellowship offer and make recommendations to create opportunities for Black creatives and curators to access and research RMG's collections
- Created an Atlantic Worlds Reimagined advisory board to advise on updating the gallery experience for visitors through the delivery of a reflection area, improved lighting, updated interpretation and creative responses
- Created a digital trail for Atlantic Worlds Gallery as part of the reimagining of the gallery
- Delivered events celebrating the theme of 'Time' for British Science Week 2024 for which the ROG was the major partner
- Published 8 titles across our core themes under our own imprint and in association with publishers, including *The Art of Naval Portraiture*, based on RMG's nationally important collection. We also consulted on 4 co-branded publications sharing expertise across the curatorial and Astronomy teams
- Expanded our audioguide App for each of our sites in 9 different languages to include Korean, Cantonese, Mandarin and Brazilian Portuguese
- Gave 129 media interviews from RMG experts

5. Maximise opportunities offered by digital technology

Activities set out in May 2023:

- Historic Negative collections digitisation and digital access Phase 2: make this content available through existing channels – Collections Online and website content; engage targeted community partners to add depth to our understanding of the content captured as part of mutually-beneficial long-term collaborations; scope and road-map an approach to digital asset management that provides opportunities for public co-curation and the widest possible access
- Historical oral history collection relating to life at Sea to be digitised. This unique, nationally important collection needs significant research and rights clearance. Entire collection to be acquired and available to the public in 2025
- Ensure the digital elements of the First Light project are supported by the Digital Approach Working Group, including development of the planetarium, web content and digital partnerships with relevant astronomy and research partners
- Continue the review of RMG approach to ticketing to optimize the invitation to visit; short term changes to be implemented in 2023, longer term aims and objectives will form part of a continuous action plan
- Improve the customer journey when booking events and tickets to increase conversion rates from visits to sales
- Mimsy (Collections Management System) replacement: Scope and road-map the required upgrade from MimsyXG to Axiell Collections – accounting for all interoperable systems
- Improve digital literacy across content development teams to increase digital curation and improve our ability to acquire and manage born digital objects, underpinned by the Digital Preservation Policy
- Increase the frequency and variety of our digital content including podcasts, web content, streaming, and social media to increase our audience reach and drive in-person visits
- Improve staff efficiency and organisational record keeping through training and clear guidance on use of our approved systems

Achievements:

- Commenced a proof of concept phase of the Historic Photographs digitization project to upload the digital files to a secure and accessible location and begin *linking them to their Mimsy XG records*
- Progressed with the digitisation of our important collection of oral testimonies. New testimonies which reflect the experiences of RNLI-serving women have been acquired
- Started the scope and road-map processes involved and required to upgrade from MimsyXG to Axiell Collections Database
- Continued to offer online workshops for KS2 to Post-16 students as part of the Royal Observatory Greenwich's school programme
- Livestreamed the live assembly from the PHP for British Science Week, reaching a minimum of 28,000 students across the UK.
- Created an AI working group to better understand the opportunities and challenges presented by AI
- Awarded £150,000 to deliver a new online ticketing experience from Bloomberg Philanthropies

- Photographed over 7,000 images from new objects, ship plans and events
- Created more targeted marketing content to engage existing audiences with our core themes to increase audience reach and physical visits. Average engagement of our Facebook posts has increased by 60% this year
- Carried out in-depth research across our online channels identifying improvements for content. Email subscribers have grown by 30% this year

6. Run a high performing organisation

Achievements:

- Continued to see an increase in visitor numbers across our sites with NMM exceeding the numbers achieved in 2019/20
- Received consistently positive feedback from our visitors, improving our Trip Advisor rankings and increasing our VisitEngland scores
- Seen our Membership numbers increase and maintained over 10,000 active memberships and delivered 46 Member events
- Generated income across Commerce and Visitor Experience exceeding £12 million
- Generated Retail sales of over £3 million representing our best performance to date, with the Meridian shop generating sales in excess of £1.5 million
- Secured £4.1M from fundraising and commercial event income as revenue funding for RMG
- Implemented a new pay band structure following the Pay and Rewards Review resulting in new Terms and Conditions of Appointment and updated Job Descriptions for all staff
- Conducted a People Engagement Survey with 64% of staff participating
- Relunched the Management Development Programme (MDP) with three cohorts (50 managers) taking part
- Introduced a new Onboarding document for all new RMG staff, covering the first 6 months of working at RMG
- Received a Bronze Award from the Employers Network for Quality and Inclusion (ENEI) for our commitment to Equity, Diversity and Inclusion
- Recorded 9,927 hours' contribution by 163 volunteers.
- Received 9,383 pieces of editorial media coverage across broadcast, print, online and influencer media

7. Care for our collections & buildings

Activities set out in May 2023:

- Continue our work in rationalising our collections and storage as set out above and, aside from the major plans to transform the ROG, our work to maintain our estate is forever ongoing.
- Implement a number of projects to enhance our estate, most notably, we shall be working to replace the fabric of the Neptune Court roof and in so doing improve the environmental conditions of that area.
- Explore the scope for more fully embedding community perspectives in the core catalogue and for developing strategies to facilitate access into marginalised histories and experiences

Achievements:

- Obtained Full business case approval for the Ocean Court Project from DCMS allowing for the appointment of a principal contractor to deliver the Ocean Court project. Works have commenced on site. During the period of the works a new visitor route has been implemented to minimise impact on the visitor experience
- Completed a wide range of capital projects across the estate. These works have made improvements in H&S compliance, Security provision, Business continuity, Mechanical & electrical infrastructure, sustainability target and site presentation
- Commenced Aft Deck replacement works on the *Cutty Sark*, these are well underway and progressing on time
- Processed further Cutty Sark Trust related and archaeological disposals. The Commissioner's Barge has been approved by Collections Development Committee for transfer to Chatham Historic Dockyard and is awaiting final approval from Parliament
- Created a Wroughton Working Group as part of the Comprehensive Storage Review, to rationalise our storage of Cutty Sark material, aiming to reduce our footprint and commercial storage costs
- Completed our application for Arts Council England's Return Accreditation Scheme for Museums and Galleries which sets nationally agreed standards for museums in the UK. It enables museums to assess their current performance and accredited status demonstrates that the Museum has met a national standard strengthening applications for public and private funding and giving investors confidence in the organisation.

THE RMG PLAN 2024-28

Building Reach, Reputation and Resilience

PART 2: Our Primary Aims

Over the life of this four-year plan **our primary aims and values are to:**

1. Give people a reason to visit again and again

- *Build and sustain meaningful relationships with audiences*
- *Create a calendar of engaging, memorable and meaningful experiences that people want to share and that encourage repeat visitation*
- *Interrogate the past thoroughly, to revitalise and to better understand our present, encourage and host conversations around different perspectives and divided memories of history*
- *Deliver an inspiring visitor experience at ROG with new and refurbished gallery spaces and outdoor experiences – a place of 'awe and wonder' combining the concepts of Time and Space with a dynamic offer and diverse programming*

2. Engage with the environmental challenges facing our future

- *Raise the level of consciousness around climate change and sustainable living*
- *Increase the environmental sustainability of our sites and buildings*
- *Ensure our ways of working meet our values around sustainability, integrating our approach to reducing human impact on climate change through all our activities; Be an advocate for change in the museum sector*

3. Increase the relevance of our expertise and collections for our audiences

- *Use research and collaboration to increase the relevance of RMG's collections*
- *Use the collections, sites and themes and pursue opportunities for research to meet the needs of audiences through supporting skills, knowledge and an understanding of the world around them*
- *Fulfil our social purpose and responsibility as a national museum by responding to issues that are important to our visitors and stakeholders; be brave, bold, relevant, inclusive, ethical, informed, expert; for everyone to feel welcome*
- *Inspire new audiences and advance ROG's remit as a place for the public understanding of astronomy through increased public engagement with our experts*
- *Put the Ocean at the heart of the Museum as the essential link to all of our maritime galleries when we re-open Neptune Court as Ocean Court*

4. Maximise opportunities offered by digital technology

- *Support and coordinate digital change and digital project work across RMG. particularly in support of First Light*
- *Develop our approach to digital, as well as our skills and capacity, to increase access to our collections and content for the widest possible audience*
- *Scope and roadmap a new approach to digital asset management*

5. Run a high performing organisation

- *Use our capacity and resource effectively to ensure a resilient and successful organisation*
- *Create an environment that is wellbeing-focused, diverse and conducive to learning, through effective programmes and opportunities, that meets the needs of our visitors and reflects our social purpose*
- *Ensure financial sustainability with adequate resources to meet our needs*

6. Care for our collections & buildings for the benefit of people now and in the future

- *Fulfil our statutory obligations in caring for our collections and buildings, providing curatorial and conservation expertise*
- *Ensure our collections, stories and expertise are accessible to as wide an audience as possible, on site, in store, online*
- *Transform physical and intellectual access at ROG by integrating the historic buildings and collections with the modern astronomy offer and excellent visitor facilities, in a single unified site*
- *Repair and restore historic features at ROG as well as focusing on physical, cultural, intellectual and economic access*
- *Replace Neptune Court roof, improving ambient conditions as well as providing an opportunity to reimagine the space for the 'Ocean moment'*

THE RMG PLAN 2024-28

Building Reach, Reputation and Resilience

Part 3: Our Aims and activities for 2024-25

1. *Give people a reason to visit again and again*

We will continue to deliver and promote a dynamic year-round programme of 'must see' activities, festivals, events and displays designed to give people a compelling reason to visit; to feel welcome, to connect and return.

We will underpin programmes with consultation to remain relevant and useful and to enable the audience to shape the activities. Partnerships will increase our expertise to interrogate shared histories and stories. The purpose of activity is to bring people to our physical and digital sites, to gain knowledge and skills, for an enjoyable social experience and to support a better understanding of heritage, identity, and place. To retain and grow our audiences we must continue to understand the influencing needs and resulting choices made by our visitors, to align activities and activate meaningful relationship building. Analysis of cross museum visitor data and feedback creates a responsive and strategic approach to removing barriers, increasing repeat visits, improving our offer and making RMG a destination visit for local, national and international visitors.

Activities 2024-25:

- Provide continuity for audiences during the Ocean Court roof works by piloting cross site/in the grounds/offsite approaches for engagement
- Develop and pilot experiences that share knowledge and understanding of the Windrush Generation, Our connection to the Ocean and support the Pirates exhibition
- Through cross-departmental collaboration, develop and deliver a range of events celebrating Matariki 2024
- Plan and deliver a school and public engagement programme at the ROG in celebration of its 350th anniversary
- Develop and experiment with a "festival" model for summer and winter programming, focusing on stargazing and face-to-face engagements at the ROG
- Continue to build our series of Talks and Tours across our sites and develop new content for our audioguides
- Consolidate existing evaluation and research to develop a better-informed cross-museum approach to understanding and supporting audience needs
- Deepen our understanding of membership needs and motivations, with a focus on retention as we approach and work through changes to the available offer

2. *Engage with the environmental challenges facing our future*

The Intergovernmental Panel on Climate Change identified human activity as the root cause for the rising trend in global temperatures. Humans need to understand how this has happened to reduce their contribution to climate change or lessen their impact on the environment. Damage will affect the social, economic and cultural lives of individuals

differently, but the consequences are experienced globally through communal properties such as our oceans and atmosphere. Therefore, any progress will inevitably require change socially, economically and culturally, as much as technologically. Those changes need framing in the cultural context of the past and connections to the present.

Our purpose is not to find solutions or offer advice but to reframe dialogue in a wider discussion to inspire changed conversations. We need to address our own activities and their environmental impact and to look more widely at museum practice and certification.

Activities 2024-25:

- Seek further grant funding to develop detailed designs for heat decarbonisation
- Incorporate sustainability as a key consideration in the procurement of Estates contractors
- Implement carbon literacy training for all staff
- Develop new content and public programmes for Ocean Court to build ocean literacy amongst staff and audiences to increase public awareness of the ocean in daily life and its critical role in global cooling
- Create new engaging web content with a focus on promoting ocean literacy with the support of Lloyd's Register Foundation and through RMG's contemporary maritime programme
- Develop sustainable design guidelines for exhibitions that reflect best practice at RMG and throughout the museum sector
- Continue to build strong relationships with maritime industry; promoting RMG as the 'broadcasting house' for the sector

3. Increase the relevance of our expertise and collections for our audiences

RMG's Research Framework and Action Plan sets out how we will cultivate and champion a broad and inclusive community research culture beyond the Museum, bringing diverse voices and under-researched histories to the fore. We will leverage and enhance RMG's status as an Independent Research Organisation (IRO). Through cultivation of relevant networks, we aim to develop new collections-related partnerships with international, national and local museums, Higher Education Institutions and community partners, with a view to developing new research projects aligned with our strategic priorities.

RMG is an active and committed supporter of new research in relation to its collections, sites and subjects, including through its prestigious Caird Research Fellowship scheme. The refreshed scheme is open to those who demonstrate the ability to undertake independent research and public impact is ensured through a dedicated associated engagement strand.

Activities 2024-25:

- Seek opportunities to build resource and capacity for RMG's inclusive research culture, including through applying to become part of a AHRC Community-led Heritage Research and Skills Hub
- Continue to support compelling doctoral research through RMG's leadership of the REACH consortium (with partners The National Trust, Historic Royal Palaces, The National Portrait Gallery and British Film Institute)

- Build on momentum of Evening of Astrophotography with a series of events for schools and public aimed at encouraging women and girls to engage with astronomy and astrophotography
- Collaborate with expertise, lived experience and reach outside of RMG in mutually beneficial partnerships which enrich our knowledge and increase public awareness of the collections. E.g., National Windrush Museum, Norfolk Museums, Exchange 3.0
- Complete installation of reflection space, refreshed interpretation and artistic interventions resulting from the Atlantic Worlds Reimagined project, by end Q1
- Deliver an enhanced version of the 'Pirates' exhibition, developed in partnership with National Maritime Museum Cornwall, in the Special Exhibition Gallery in Q4, opening 29 March 2025
- Develop a 'Contemporary Piracy' exhibition to complement the SEG Pirates exhibition, to open in the New Insight Gallery in summer 2025
- Trial single 'object in focus' displays in the Voyagers Gallery
- Develop a new Great Map intervention that retains the playful, social function of the current map, while promoting ocean literacy
- Plan refreshed content and interpretation to provide fun and engaging opportunities to engage with RMG subjects and collections and to build ocean literacy when Ocean Court re-opens
- Design and install 'Small Hands' - a temporary play space for under 5s to mitigate the impact of Ahoy! closure by mid Q2
- Deliver an interpreted display of the newly acquired Charles Hare uniform ahead of Trafalgar Day 2024
- Use RMG's art collections as starting points for a series of high-profile opportunities which address significant absences in the collection and develop inclusive interpretations through expanded engagement, new acquisitions, symposia, talks, displays and exhibitions in the Queen's House
- Develop relationships with cultural partners, such as Culture&, to bring new perspectives and attract broader audiences
- Draw upon curatorial/conservation research collaborations to engage audiences with 'behind-the-scenes' work; include 'Conservation in Action' activities on-site where possible
- Develop further thought provoking displays in the House e.g.: an artwork by the contemporary artist Jacqueline Bishop
- Deliver new semi-permanent display infrastructure for the dry berth of *Cutty Sark*, and a first changing display to mark the 70th anniversary of the ship being brought into dry dock in Greenwich, in Q3.

4. Maximise opportunities offered by digital technology

The Digital Approach Working Group will continue to offer support and coordination for the planning, development and delivery of both standalone digital projects and the digital elements of wider organisational priorities.

Activities 2024-25:

- Achieve National Cyber Security Centre Essential Plus accreditation to help protect RMG digital assets and data

- Maximise opportunities brought to us via being part of the Bloomberg Digital Accelerator Programme; continue to work on the design and implementation of a new integrated online ticketing webstore to offer an improved experience for our visitors
- Continue transfer of the digitised Historic Negative files to a secure and accessible networked location; scope an approach to digital asset management that provides opportunities for public co-curation and the widest possible access
- Continue the Mimsy XG (Collections Management System) replacement project and improve data quality and consistency prior to a transfer to a new database
- Continue the development of the Digital Preservation Procedure, best practice and infrastructure required to manage our digital collections to sectoral standards
- Develop digital interpretation to promote ocean literacy, to enhance and supplement the new Great Map
- Enhance Evening with the Stars and other observing events by using smart digital telescopes to capture images of celestial objects
- Use the Annie Maunder Astrographic Telescope (AMAT) for real time observing, astrophotography and potential research opportunities
- Build RMG's catalogue of images of celestial objects and the night sky using AMAT, small telescopes and DSLR cameras
- Trial the regular delivery of digital school workshops to multiple schools in a single session
- Identify opportunities to publish via e-book and audio platforms

5. *Run a high performing organisation*

Some changes were made in Spring 2023 to our senior management meetings. The Executive Committee (Executive Directors plus Senior Leadership Team) meet fortnightly to discuss major projects, review budgets and future planning. The Senior Leadership Team also meet every other week to assess feasibility of projects and to propose options and make recommendations to the Executive Directors.

Work continued in 2023 to refine the Activity Tracker process for significant and cross museum projects, and some strands of rolling activity. Designed to increase the visibility of work in progress and so allow the Museum's committees and managers to ensure that projects and other major activities align with, and build on, past work whilst delivering an ambitious future. Projects and opportunities that are not in budget that can be activated and delivered as funding become identifiable - either from general funds or from funds raised specifically for the purpose.

The General Managers and our Visitor Experience Team remain central to all we do as they represent our visitors in the design and management of our offer to the visiting public.

With Grant in Aid representing approximately half of our expenditure, it is essential we continue to raise revenue from our various income generating activities: Admissions; Fundraising; Events; Retail; Catering etc.

We aim to expand on the provision of our wellness programs and encourage staff to take time to rest and reflect. We will continue to provide professional development opportunities and recognise and reward employees to increase job satisfaction, employee engagement and reduce turnover rates. We aim to create policies and implement best practices that promote equity, diversity, and inclusion, so that employees feel valued and respected.

We aim to develop a strong reputation as an employer, offering competitive pay and benefits, and create opportunities for development, such as learning, coaching, and mentoring to enable employees to develop new skills, advance their careers, and feel more engaged in their work. We also aim to continue our Management Development programme and further develop our leadership pipelines to prepare employees for new roles and responsibilities.

Activities 2024-25:

- Implement the Pay Award (including LLW) and publishing criteria for RMG roles, and their associated bands.
- Implement agreed actions from the 2023 People Engagement Survey
- Initiate the implementation of the RMG Equity, Diversity and Inclusion Plan
- Observe National Volunteer Week
- Review the Health and Wellbeing Plan
- Conduct the Bi-annual Staff and Teams Award
- Oversee the implementation of the actions from the safeguarding audit in collaboration with the Safeguarding Working Group
- Improve staff efficiency and compliance with Data Protection legislation through training and clear guidance on use of approved systems
- Secure budget relieving revenue funding for planned activities (especially Pirates exhibition) and grants for festivals and engagements programmes
- Support redevelopment of Ocean Court; seeking funding for The Great Map and other interventions
- Prepare to reopen Ocean Court as a flagship event venue for both festivals and other museum events and to relaunch for commercial event hire
- Manage sensitively the programme of commercial events at the Queen's House

6. Care for our collections & buildings for the benefit of people now and in the future

Underpinning all of the priorities outlined above is our core responsibility set out in the National Maritime Acts, 1934 and 1989 to care for the national maritime collection and our historic buildings on behalf of the public.

The replacement of the glazing in the roof at the NMM provides not only for improvements in heat reduction and acoustics but also enables us to re-think the space and develop the 'Ocean moment' on arrival at the Museum, with a new Great Map, bolder colour schemes and a reinterpretation of the surrounding 'streets'.

Our project to transform the ROG will continue apace in the coming year. It will enable us to repair worn out infrastructure, refresh tired gallery spaces, improve access as well as providing new spaces and innovative ways of presenting complex and fascinating topics.

June 2024

We shall continue our work in rationalising our collections and storage at Wroughton and at Kidbrooke, improving public access to off-site storage facilities.

Activities for 2024-25

- Continue the Comprehensive Storage Review
- Continue the Aft Deck replacement works on the Cutty Sark
- Work on the feasibility of bringing Turner's *Battle of Trafalgar* back to the Queen's House
- Deliver a new decorative scheme for the perimeter walls at NMM
- Agree the design of a new lighting rig serving commercial events as well as providing a user-friendly banner system to dress the Ocean Court space for major public festivals and events
- Develop refreshed wayfinding signage to be implemented on re-opening of Ocean Court
- First Light:
 - Obtain Outline Business Case approval
 - Appoint Exhibition Designers and complete RIBA Stage 2 Exhibition Concept Design
 - *Begin RIBA Stage 4 technical design for the base build
 - Achieve planning consent
 - *Appoint exhibition design teams in July 2024
 - *Complete RIBA Stage 2 concept design for the exhibitions by December 2024.
 - *Start RIBA Stage 3 Spatial Coordination in early 2025
 - Develop outline of the future programme for ROG site
 - Develop stage 2 development phase NLHF application for submission in May 2025
 - Progress fundraising applications, £17M worth of outcomes by summer 2024 (not including NLHF) and continue cultivation of major donors
 - Plan for phased development if necessary

**Subject to funding*