

THE TRUSTEES OF THE NATIONAL MARITIME MUSEUM

THREE HUNDRED AND FIFTY-NINTH MEETING

14:00 THURSDAY 20 SEPTEMBER 2018

IN THE BOARDROOM OF THE NATIONAL MARITIME MUSEUM

MINUTES

Trustees present:

Sir Charles Dunstone, Chairman
Dr Fiona Butcher
Joyce Bridges
Professor Julian Dowdeswell
Dr Aminul Hoque
Carol Marlow
Eric Reynolds
Gerald Russell
Admiral Sir Mark Stanhope

In attendance:

Kevin Fewster	Director
Andy Bodle	Director, Operations and HR
Eleanor Harris	Director, Visitor Experience and Enterprises
Mike Sarna	Director, Collections and Public Engagement
Kate Seeckts	Director, Development
Chris Walker	Director, Finance and IT
Christopher Gray	Museum Secretary

Prior to the meeting:

The Director, Visitor Experience and Enterprises presented the suite of new publications including those related to each of the four new galleries to the Board's approbation.

The Director, Collections and Public Engagement drew Trustees' attention to the "Welcome Aboard" Endeavour Project Activity Plan and the poetry project "Melting Ice" which gave young people a platform to voice their opinions on climate change.

~Board Matters~

Progress on Trustee Recruitment

The Chairman reported that the recruitment of a Trustee with the capability of being the next Chair of the Audit Committee would reach the sift and interview stages in October.

~Governance Session~

1. Apologies

Received from Jeremy Penn, Trustee and Dr Helen Czerski, Trustee.

The Chairman welcomed Chris Walker to the meeting as Interim Director, Finance and IT.

2. Declaration of relevant interests related to this meeting

None other than those previously registered.

3. Draft Minutes of Board meeting 358 of 5 July 2018

The Board **agreed** the minutes to be a true record of the meeting and the Chairman of the Board certified the minutes accordingly.

4. Investments presentation from Rathbones

The Director, Finance introduced Samantha Boyd and David Tod, both Investment Directors of Rathbones who briefed the Board on the current valuations and performance of the investment portfolio.

In response to a question regarding investment risk around Brexit, Rathbones reported that an equity type risk formed some 73% of the portfolio of which 33% is in UK equity funds but these are quite defensive.

Trustees **agreed** that:

1. All three funds are to be defined and managed in the same way.
2. Instructions can be made by the Audit Committee
3. A clear picture of what the three funds may contribute to the activity in the period of the next corporate plan is required.

Actions: Director, Finance

5. Director's Report for July to September 2018

The Director drew Trustees attention in particular to:

- industrial action – with the latest ballot conducted by the Prospect Union failing to gain sufficient support to take further action. In the meantime the Museum continues to work towards implementation of the London Living wage subject to affordability. RMG were the first national to receive approval for our pay remit and the first in the sector to implement Pay 2018.
- Trustees were pleased to hear that the all-staff bonus at £400 gross each for the successful completion of the Endeavour project had been awarded and very well received.
- the *Cutty Sark* staff recharge review had been undertaken and the amount is some £400k as previously.
- Stakeholder relations – the Old Royal Naval College is planning to change its name to: Greenwich Palace and Royal Hospital. Trustees did not favour the change.

Trustees were grateful for and **noted** the Director's Report – both written and verbal. There were no matters arising.

6. Director, Finance and IT Report

6.1 Finance Report at July 2018–19, Directors' expenses, and cashflow at 10 September 2018

The Director, Finance and IT presented the Museum's management accounts at

July 2018 with results being compared to the Q1 forecast prepared in July. As the forecast was prepared in the same month there were relatively few significant variances to report and performance was tracking broadly against the re-forecast.

Trustees noted that total admissions income from the ROG was £1,213k, £4k ahead of target. The price increase was implemented in mid-month and no resistance has been encountered.

Nevertheless the performance of the special exhibition had not met its original budget and the target had been reduced at the Q1 forecast. The proportion of overseas visitors was clearly rising, and that audience primarily visited the ROG and Cutty Sark – both of which received strong marketing.

The Directors' expenses for the period to 30 June were **noted**.

Trustees then **noted** the Financial performance for the year to 31 July 2018 and the projected cashflow to August 2019.

6.2 Income update for the period to 31 August 2018

The Director, Finance reported that the total income for the first five months of 2018-19 is on track being just £29k over the budgeted total revenue of £12m.

6.3 Forecast at Q1

The annual budget for the Museum was approved by Trustees at their February 2018 meeting. This has now been revised to take into account performance to the end of June and the increased admission charges introduced on 12th July.

The Director, Finance reported that the revenue position has moved from a surplus (before access to reserves) of £140k to a surplus of £107k. Additionally reserves of £686k (for income recognised in prior years) will be accessed to cover expenditure incurred this year.

Trustees noted that the capital outturn moves from a deficit of £3,141k to a deficit of £3,060k. Additionally, reserves of £3,097k (for income recognised in prior years) will be accessed to cover expenditure incurred this year.

The Director, Finance stated that the forecast consolidated outturn for the Museum and the Ship after the transfers to Cutty Sark Designated Reserve and the Development Designated Reserve would essentially be at break-even.

Accordingly, at this stage in the year, shortly after the admissions price change, the cost savings which were thought to have been required have now been put on hold.

6.4 Strategic Risk Register at September 2018

The Director, Finance and IT reported that the Strategic Risk Register had been reviewed by the Executive at its 11 September meeting.

The main updates that the Board considered were:

- risks and opportunities arising from the potential acquisition of artefacts and rights from RMS Titanic have been added

- risks arising from Data Loss have been recognised as a separate item within the business disruption factor
- a simplification to the factor reflecting the general risk of a fall in visitor numbers
- A focus on Brexit with a review of the level of contingency and scenario planning.

The Director, Finance stated that a further review of content and format is underway and will be presented to the Audit Committee on 8 November for consideration at Trustee Board on 22 November.

There were no matters arising and Trustees then noted and **approved** the Strategic Risk Register as at September 2018.

7. **Data breach – strictly confidential**

Trustees noted that the Information Commissioners Office, the Department for Digital, Culture, Media & Sport and the National Cyber Security Centre were informed in parallel with the subjects. The Chairman and the Chair of the Audit Committee had also been kept informed throughout.

The Board also noted the efforts the Museum had gone to in employing external experts to conduct a rigorous investigation but that as the Director reported there is a strong, and in these circumstances not unusual, likelihood that the completed investigations will not conclusively reveal how the breach happened. Nevertheless, the Museum had begun a post incident action plan.

With that the Board **noted** the interim report and that a further update would be provided if there was specific information to report.

8. **Brand update presentation**

Lisa Leigh, Head of Marketing and Web presented Trustees with an update report which was very well received. Trustees **noted** that good progress was being made and that the next steps would be to work hard at embedding the brand strategy across the Museum.

It was confirmed to Trustees that much work is being done at the moment on providing foreign language accessibility.

Following on from that, Trustees requested the Executive to look at setting aside a quiet space for multi-faith religious use.

9. **Collections Management Report – highlights presentation**

Philippa Mackenzie, Head of Collections Management presented the meeting with selected highlights from the Annual Collections Management Report. In 2018 the report had centred on the four month collections decant of 37,000 collection objects and 2,500 linear metres of library and archive material relocated from the Museum's previous LTE storage facility to the new purpose-built Prince Phillip Maritime Collections Centre. The only damage sustained was minor to four picture frames.

Trustees congratulated Philippa Mackenzie on leading the successful move and for all her work over 16 years with the Museum. The Board then wished her well for her new role at the V&A.

10. Endeavour project progress report

Trustees **noted** the final project progress report with pleasure and in particular that all the Endeavour funding targets had been achieved or exceeded.

The Board was delighted with the excellent outcomes of this most significant suite of interrelated projects which had seen the whole Museum work towards this moment for the last four years. The Endeavour project had provided greatly improved and more efficient staff accommodation; the new Prince Philip Maritime Collections Centre; and it had now culminated in the completion of the four new Endeavour galleries with over 1100 more collection items on display. Trustees were also pleased to note the way of working that had been developed to enable the Museum to engage actively with communities and incorporate views from a range of visitors, including traditionally underserved communities, and further reach out to local audiences.

The meeting agreed that the opening on 19 September of the four new galleries by Sir David Attenborough had gone very well and had clearly been enjoyed by so many community participants.

The Board of Trustees congratulated the Director and everyone at the Museum for realizing this very significant achievement in the Museum's history.

13. Matters arising from information in Volume B

Trustees **noted** the information in Volume B of their papers.

14. Next Board Meeting

Thursday 22 November 2018 at 09:30 in the Boardroom.

Finally the Chairman and Board of Trustees thanked Mike Sarna, Director of Collections and Public Engagement for all that he had achieved over his time at the Museum and wished him every success for the future.

Minutes certified by Sir Charles Dunstone, Chairman

Date

Trustees then hosted a tea for the staff award winners and then the annual event to thank the staff for their hard work and dedication throughout the year especially towards the successful completion of the Endeavour project.