

**THE TRUSTEES OF THE NATIONAL MARITIME MUSEUM**  
**THREE HUNDRED AND SIXTY-FOURTH MEETING**  
**14:00 THURSDAY 19 SEPTEMBER 2019**  
**IN THE BOARDROOM OF THE NATIONAL MARITIME MUSEUM**

**MINUTES**

**Trustees present:**

Sir Charles Dunstone, Chair  
Joyce Bridges  
Carol Marlow  
Professor Julian Dowdeswell  
Alastair Marsh  
Dr Helen Czerski  
Dr Aminul Hoque  
Jeremy Penn  
Eric Reynolds  
Admiral Sir Mark Stanhope

**In attendance:**

Paddy Rodgers	Director, Royal Museums Greenwich
Andy Bodle	Director, Operations and HR
Eleanor Harris	Director, Visitor Experience and Enterprises
Kate Seeckts	Director, Development
Chris Walker	Director, Finance and IT
Jane Costantini	Governance and Museum Records Manager

**~Board Matters~**

The Chair welcomed Paddy Rodgers to his first Trustee Board meeting as Director, RMG.

**~Governance Session~**

**1. Apologies**

Dr Fiona Butcher	Trustee
Gail Symington	Director, Collections and Public Engagement

**2. Declaration of relevant interests related to this meeting**

None other than those previously registered.

**3. Draft Minutes of Board meeting 363 of 4 July 2019**

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

**4. Director's Report for August 2019**

The Director presented his initial thoughts and ideas for future discussion in 'A View from the Bridge' which emphasised the Museum as an institution with a

Social Purpose with the collection at its core. Future challenges around funding were also highlighted.

The Trustees expressed support for increased collaborative engagement with our audiences in the future and thanked the Director for his presentation. There were no points arising from the Director's Report which was duly **noted**.

## **5. Finance Director's Report:**

### **5.1 Finance Report at 31 August and Cashflow**

The Director, Finance and IT reported that overall the Museum's finances are in a reasonable position. The number of visitors is holding up well despite the ongoing uncertainties. Year to date we are approximately £1m ahead of target which reflects additional admissions income and phasing of fundraising together with underspends which will level out as the year progresses. Events sales have been under budget; although they are broadly in line with last year's performance, we had budgeted for an increase in sales which is proving difficult to achieve.

The additional DCMS capital award has provided us with the opportunity to develop works relating to the Colonnades, ROG fabric and fire prevention which were originally budgeted as revenue costs for ongoing maintenance. This has resulted in the substantial favourable variance in running costs. This will be partially offset by additional charges for water usage arising from leakage in underground pipework at the ROG.

Our overall approach for 2019/20 has been to develop self-generated income to meet additional costs. Moving forward, there will be a limit to the amount of additional income we can generate, and we shall have to look very closely at our cost base and improve our ability to forecast the future outturn. Staff costs account for a large proportion of our overall expenditure and with the increase in flexible working, the impact of our desire to implement the London Living Wage in the future, with its resulting knock-on effects, means it remains a challenging environment.

Looking at the range of possible outcomes, the Director, Finance & IT said that there was still a wide range of uncertainties but that the net adverse risk remains just within the £0.5m contingency and on this basis we are currently anticipating a surplus of c. £200K at year end. He also stated that he is reasonably content with our cashflow position.

Trustees requested further information regarding the water leak. The Director, Operations & Human Resources stated that we discovered a major leak at the Observatory via monitoring our own meter readings in August 2018. Analysis of the process to find and fix the leak threw up a number of procedural issues that have been raised with the provider. We are currently in discussion with them to resolve this issue.

There were no further questions and with that the Trustees **noted** and **approved** the Finance Director's Report at 31 August 2019.

## **5.2 Strategic Risk Register at end of August 2019**

The Director, Finance & IT stated that the risks around any cuts in GiA had receded for the short-term as SR 2019 had confirmed a roll forward GiA for 12 months to March 2021 with indexation. Visitor numbers have held up well with a successful summer attendance. Uncertainties around Brexit remain a concern. Accordingly, the relevant residual scores have been revised down to Moderate.

The Board reviewed and **approved** the August Risk Register.

## **6. Callender Award**

The Director Operations & Human Resources reminded the Board that the Callender Award was instituted in 1984 to mark the 50<sup>th</sup> anniversary of the National Maritime Museum Act 1934. It commemorates the achievement of Sir Geoffrey Callender, the Museum's first Director who, with the Earl of Stanhope, the Museum's first Chair of Trustees, and Sir James Caird, was one of the key figures in establishing the Museum.

Trustees **noted** that this year's winner of the Callender Award is Genevieve Guise, Visitor and Sales Training Officer, in recognition for developing income generating tours and interactive workshops for the public, travel trade and international student market; and for her extraordinary contribution to developing the Front of House team, and contributing to the Museum's outstanding customer service, VAQAS scores and revenue generation.

*Genevieve received a commemorative scroll at the staff award winners' tea with Trustees following this meeting.*

## **7. Overview of Future Strategy**

The Director, Royal Museums Greenwich presented the Board with his initial thinking on the future strategic direction of the Museum, with a longer view – four to five year rolling cycles - desirable in our financial planning and a more thematic approach to our exhibitions, focusing more on the human stories around, for example, Science, Trade, Migration, Leadership, Oceanography.

Another suggestion from the Board was to develop a theme with a local emphasis and in all our thinking to encourage attracting a more diverse audience.

The Trustees thanked the Director for his presentation and expressed their broad support for the development of this strategic plan and looked forward to a more robust identification of the plan by the February Board meeting.

## **8. Annual Collections Management and Conservation Reports**

Trustees received a presentation from Daniel Martin, Head of Collections Services and Nicola Fleming, Senior Manager, Conservation.

Daniel Martin provided an overview of the priorities for 2019/20 for the recently amalgamated team. After several years of intense work in the run-up to the opening of our four new permanent galleries and the Prince Philip Maritime Collections Centre, we will now be consolidating and focusing on collections care and development while facilitating access for all.

Nicola Fleming presented two conservation case studies to the Board – the restoration of the Coronelli Globe and Captain Scott's overshoes both of which now feature in the Endeavour Galleries.

The Trustees were fascinated by the work done by the team and thanked Daniel and Nicola for their very informative presentation.

**9. Matters arising from information in Volume B**

Trustees asked about funding to address the IT infrastructure issues. The Director, Finance & IT confirmed that an allowance had been included in the 2019/20 budget and that DCMS had approved the use of some of the additional funds to pay for IT infrastructure work. However, the scale of work required meant that additional provision may be required in future.

A question was raised regarding the delay to the landscape work and confirmation sought that the work will not be postponed indefinitely. This reassurance was provided by the Director, Operations & Human Resources.

There were no further matters arising.

**10. AOB**

A question was raised regarding challenges in recruitment and the Director, Operations & Human Resources stated that the challenges were less in the Museum Specialist area but more in areas such as IT and Fundraising where we are in competition with the wider employment market.

*There followed a brief in camera session for Trustees and the Director, RMG only.*

**11. Next Board Meeting**

Thursday 21 November 2019 at 09:30 in the Boardroom.

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Minutes certified by Sir Charles Dunstone, Chair

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.*