

THE TRUSTEES OF THE NATIONAL MARITIME MUSEUM
THREE HUNDRED AND SIXTY-SECOND MEETING
09:30 THURSDAY 2 MAY 2019
IN THE BOARDROOM OF THE NATIONAL MARITIME MUSEUM

MINUTES

Trustees present:

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

In attendance:

Kevin Fewster	Director
Andy Bodle	Director, Operations and HR
Eleanor Harris	Director, Enterprises and Visitor Experience
Kate Seeckts	Director, Development
Gail Symington	Director, Collections and Public Engagement
Chris Walker	Director, Finance and IT
Jane Costantini	Governance and Museum Records Manager

The meeting started with a visit to the Caird Library and associated archive collection stores led by Stuart Bligh, Head of Research and Information, and Gareth Bellis, Archive and Library Manager. Trustees found the tour extremely informative, were impressed by the facilities and thanked Stuart and Gareth for their time and expertise.

There followed a brief in camera session for Trustees only.

~Governance Session~

- 1. Apologies**
None.

- 2. Declaration of relevant interests related to this meeting**
None other than those previously registered.

3. Meeting dates for 2020

The dates for Board meetings in 2020 were **noted** with one error flagged: The Audit Committee June meeting will be on **Monday 15 June**, not 16 June as listed. An updated list was sent to Trustees following the meeting.

4. Draft Minutes of Board meeting 361 of 28 February 2019

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

5. Director's Report for February 2019 to May 2019

The Director focussed on:

- *Museum of the Year Award* – unfortunately we were not successful in being shortlisted. Indeed, nor was any London museum. The Board **noted** that this was a disappointing outcome.
- The Director and Laura Boon, Lloyds Register Foundation Public Curator: Contemporary Maritime, gave presentations to the 1st World Congress on Maritime Heritage, Singapore, in March. The conference was attended by 200 delegates from across the maritime heritage and contemporary shipping sectors, exploring how past, present and future maritime themes might be drawn together to foster the husbandry of the oceans and the future of our ocean planet. The Director expressed his hope that RMG will continue to be actively involved in any future follow-on conferences. With the Director soon to leave RMG the Trustees requested for it to be **noted** that they are keen to follow up on this initiative. It was **agreed** that RMG should offer to host the next meeting in two years' time.
- *End of Year admissions performance* - RMG achieved its second highest ever visitation figures in the year 2018/19, welcoming 2,654,092 visitors to our four public sites. Our online performance was equally strong.
- We have introduced bookable time sessions and a modest charge at weekends and during school holidays to help manage overcrowding in the *Ahoy!* Gallery and improve the user experience. So far this has been received well.
- In late March we launched our new HR & Payroll system, allowing us to significantly reduce our paper processes.

There were no other matters arising and Trustees were grateful for and **noted** the Director's Report.

6. Finance Director's Report:

6.1 Indicative Financial Performance for the year to 31 March; cashflow; and Directors' expenses

The Director, Finance and IT was pleased to report that the draft outturn on the revenue account for 2018/19 is a surplus of £1.2m.

Trustees **noted** that RMG received an unbudgeted £1.25m in year from the National Grid.

On expenditure, The Director, Finance and IT highlighted an adverse spend on Utilities of £0.2m – the electricity budget has been under pressure all year due to increased consumption (the first full year for PPMCC and the new galleries).

Cutty Sark - Draft income for the year was slightly below target, reflecting a modest shortfall against budgeted growth in visitor numbers. This is partially offset by cost savings, and the draft net income before the NMM management charge is £518,000. The management charge was reviewed during the year, and increased to £452,000 pa. At this level, the budgeted transfer of £150,000 to the designated maintenance reserve would be reduced to £90,000.

In light of this Trustees **agreed** the following:

- i. Maintain the existing, budgeted contribution to NMM central costs of £400,000 pa for 2018/19, and on this basis the transfer to designated maintenance reserve would be £142,000.
- ii. Start to draw down on the accumulated maintenance funds, which amounted to £1m as at 31 March 2018. In particular, to fund approximately £50,000 incurred on the Monkey Fo'c'sle during the year, which has currently been funded by the NMM.

Trustees **noted** that at ROG North an increase in price from £10 to £15 in July 2018 was implemented, and receipts increased by almost £1m to a record of £4.3m – with only a modest reduction in the number of visits.

Trustees were pleased to **note** that RMG is developing a partnership bid with the Horniman Museum for new, environmentally controlled storage facilities at the Kidbrooke site. This collaborative approach has been well received by DCMS.

There were no further matters arising and Trustees then **noted and approved** the Finance Director's report.

6.2 Strategic Risk Register at April 2019

The Director, Finance and IT drew Trustees' attention to the fact that RMS Titanic has now been removed from the Register.

The risk rating regarding staffing has been increased from low to moderate. Residual Likelihood increased to reflect continued high staff turnover and challenges in recruitment. Trustees requested an update on our reward policy and so it was **agreed** that the Staff Reward Policy would be included in the papers for the July meeting.

There were no further matters arising and Trustees then **noted and approved** the Strategic Risk Register as at April 2019.

7. Donations and Sponsorship Acceptance Policy

The Director, Development introduced the updated policy. RMG must, under general principles of charity law, take decisions as to whether to accept or refuse donations or sponsorship in the best interest of the Museum.

The policy sets out a clear approvals process for any donations or sponsorship of a value above £5,000. All donations or sponsorships of £100,000 or more will be considered by the RMG Chair and Director and if necessary referred to the Museum's Board of Trustees.

The policy was well received and **approved** by Trustees.

8. Data Breach

Trustees were informed that in April 2019 we received confirmation from the Information Commissioner's Office that they would not be taking any enforcement action against the 2018 data breach.

Trustees conveyed their thanks to the Director, Operations & Human Resources, the Museum Secretary, Head of IT and the Chair for their work on this matter.

The Trustees **agreed** that the matter was now closed and the item could now be removed from the Board agenda.

9. Matters arising from information in Volume B

Trustees requested further information on the use of sprinklers in PPMCC and in the Archive. The Director, Operations & Human Resources **agreed** to circulate a paper following the meeting.

Trustees asked whether we can do more to reduce the Museum's carbon footprint. The Director, Operations & Human Resources **agreed** to include our annual Sustainability Report in the papers for the July meeting.

~Strategy Session~

10. Trustees received a presentation from Stuart Bligh, Head of Research and Information and Quintin Colville, Senior Curator: Research on the Research Report and the Digitised RMG Collection Content.

A copy of the 2018 Research Report and the Research and Information Department Annual Report 2018-2019 were provided for the Trustees.

Stuart Bligh provided an overview of the department's work over the past year with the main focus being the opening of the Endeavour galleries, the culmination of almost 4 years' work.

The Library received its highest number of visitors in its new location since it opened in 2012 and there were nearly 1 million page views to digitised collection content.

The work of the department continues to be informed and guided by the Collections and Research Committee comprised of Trustees, academics and staff.

Trustees **noted** that we had received Archive Accreditation from The National Archives in March 2018.

Trustees thanked Stuart and Quintin for their work.

11. Next Board Meeting

Thursday 4 July 2019 at 09:30 in the Boardroom.

Minutes certified by Sir Charles Dunstone, Chair

Date