

THE TRUSTEES OF THE NATIONAL MARITIME MUSEUM
THREE HUNDRED AND SIXTY-THIRD MEETING
09:30 THURSDAY 4 JULY 2019
IN THE BOARDROOM OF THE NATIONAL MARITIME MUSEUM

MINUTES

Trustees present:

Sir Charles Dunstone, Chair
Joyce Bridges
Dr Fiona Butcher
Dr Helen Czerski
Dr Aminul Hoque
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
Gail Symington	Director, Collections and Public Engagement
Chris Walker	Director, Finance and IT
Jane Costantini	Governance and Museum Records Manager
Paddy Rodgers	Director Designate

~Board Matters~

The Chair noted that this was Kevin Fewster's final Trustee Board as Director of Royal Museums Greenwich. The Chair, on behalf of the Board, expressed enormous gratitude for the tremendous success of the Director's tenure.

The Chair also thanked Gerald Russell who would be retiring as Trustee and as Chair of the Audit Committee on 11 September and for whom this would also be his last meeting.

The Chair welcomed RMG's new Director, Paddy Rodgers, in attendance at the meeting.

~Governance Session~

1. Apologies

Carol Marlow
Professor Julian Dowdeswell
Alastair Marsh
Kate Seeckts

2. Declaration of relevant interests related to this meeting

None other than those previously registered.

3. Draft Minutes of Board meeting 362 of 2 May 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 May 2019 to June 2019

The Director focused on:

- Grants and Sponsorship – It has been a very good period with the Cutty Sark Future Fund receiving its first large donation from Michael Edwards, our long-standing supporter of the ship. Later in the meeting the Director briefed Trustees on the Chair's agreement to offer Michael Edwards an Honorary Commodore award for the tremendous contributions he has made over the last decade to the Cutty Sark. Trustees concurred that this would be an appropriate gesture.
- Esmee Fairbairn Collections Fund have made an award for a migration project led by Learning team and feeding into the RMG Research Strategy and Collections Development Policy.
- RMG and the Courtauld Institute of Art have been awarded a grant by the Getty Foundation through its Conserving Canvas Initiative Fund to support training, treatment and research relating to the structural treatment of canvas paintings.
- DCMS has reassigned budget savings from elsewhere in its portfolio to provide emergency estates funding to the national museums. RMG will receive a much needed £1.5m across 2019/20 - 2020/21.
- Visitor numbers - Attendances figures have been generally strong in the first two months of the new financial year.
- Old Royal Naval College – In response to a public consultation by ORNC to explore a possible name change we have made a submission emphasising that any change must respect the nature of the current buildings. In addition, we would strongly oppose any name that might lead to confusion with RMG.
- Royal Borough Greenwich – KF met recently with the RBG Leader, Danny Thorpe. Moving forward, our priority is that they consider RMG's needs in the proposed new traffic plan for the Greenwich town centre and, in particular, any impacts this might have on *Cutty Sark*.

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

5. Finance Director's Report:

5.1 Finance Report at Year End 2018-19

The Director, Finance and IT reported that the Statutory Accounts have been signed and are about to be filed in Parliament. The final operating outturn for 2018-19 is a surplus of £1.4m, which has been allocated between £0.4m grant to RMG Foundation; £0.5m increase in General Reserves as additional contingency for 2019-20; £0.14m designation to the *Cutty Sark* maintenance fund and the

balance of slightly under £0.4m returned to the Development fund for future major projects.

On capital Trustees **noted** that the deficit was lower than anticipated due to the unbudgeted receipt of £1.25m in year from the National Grid.

The Director, Finance and IT drew Trustees' attention to the summary of accessible restricted and unrestricted funds in Reserves, which stands at £11m as at 31 March 2019.

There were no further matters arising and Trustees then **noted and approved** the Finance Director's report at Year End 2018/19.

5.2 Finance Report 2019/20; cashflow at 26 June 2019; Director's Expenses to end May 2019

The Director Finance & IT stated that we are in a good position to proceed with the pay award. We have set ourselves ambitious targets for income in 2019-20 and to date we are broadly on track.

The Trustees requested further clarification on the savings made on staff costs and the Director, Finance and IT explained that these were largely being achieved by amalgamating posts or by decisions not to replace some posts where possible, together with more flexible working, in particular in front of house areas. Trustees also asked about the reduction in insurance for *Cutty Sark* and the Director, Finance and IT stated that after negotiation with the broker we had achieved a £20K saving on our premium for *Cutty Sark* on a like for like basis. We have indicated to the broker that we should start the process earlier for 2020/21, in order that we might present the full range of options to Trustees prior to renewal.

There were no questions arising from the Cashflow report or regarding Director's Expenses and so Trustees **noted and approved** the Finance Report 2019/20 and accompanying papers.

5.3 Strategic Risk Register to end of June 2019

The Director, Finance and IT drew Trustees' attention to the fact that the residual likelihood of cuts in Grant in Aid has been increased to 4. We have been asked by DCMS to do scenario planning for standstill and also for a potential 6% cut. We have carried out a high level response to possible cuts. Our expectation is that best case scenario is that there will be no increase in Grant in Aid.

There were no further matters arising and Trustees then **noted and approved** the Strategic Risk Register to end June 2019.

6. Audit Committee to Board Report

The Chair of the Audit Committee reported that the National Audit Office had again agreed an unqualified Audit Report for the Statutory Accounts this year, and that they had raised no serious matters of concern in their Audit

Completion Report. The detailed external Audit fieldwork was undertaken by Grant Thornton and BDO internal Audit reported that there is an adequate and effective system of governance, risk management and internal control in place to address the risk that management's objectives are not fully achieved. Consequently, as part of its delegated remit, at its meeting of 17 June 2019 the Trustee Audit Committee reviewed and adopted the statutory Trustees' and Accounting Officer's Annual Report, including the governance statement, and the Museum's Consolidated Accounts for the year ended 31 March 2019 on behalf of the Board of Trustees.

Finally, the Chair of the Audit Committee noted that the September meeting had now been permanently dropped so there are now three meetings per year - in November, February and June.

7. Disposals

The Director, Collections & Public Engagement explained that the proposed items for disposal had already been to our Collections Development Committee and to the Executive. The disposals included a number of duplicate cellulose nitrate photographic prints which are in poor condition and which pose a risk to health and safety. There are also a number of low quality items formerly held by the Cutty Sark Trust.

There were no questions arising and the Trustees **approved** the disposals.

8. Matters arising from information in Volume B

There were no matters arising from Volume B.

~Strategy Session~

9. Trustees received a presentation on PPMCC Public Programming from Helen Robertson, Site Manager, and Matthew Cahill, Collections Learning Producer, PPMCC.

We are keen to promote PPMCC as our 5th site. We recently had a very successful Press Day and we already have a full school programme with 800 bookings for September. We have been working with schools whose pupils experience barriers to learning, with some very successful outcomes. We are also going into local schools with our Mystery Story Store.

Our aim is to 'lift the veil' on a site which has been closed for many years. We are holding a Heritage Open Day in September and we are one of the top 5 sites to visit.

Trustees were very impressed by the work Helen and Matthew had done in a very short space of time and agreed that there is plenty of scope for development perhaps with the help of volunteers. Trustees thanked them for an interesting and informative presentation.

10. Next was a presentation by Lisa Leigh, Head of Marketing and Sheryl Twigg, Head of Communications demonstrating how both teams work together to extend RMG's reputation and reach, with ambitious targets of 2.7 million visitors on site this year and 6 million online. Our media reach has now reached 2 billion as we have now entered the Chinese market. Our Insight International Astronomy Photographer of the Year receives the most coverage of all our campaigns receiving 480 pieces of media, with a potential reach of 163 million people. This year *Cutty Sark* 150 will be our largest media campaign.

For marketing, international tourism is very important and we are now working with a specialist Chinese market consultant. Following the implementation of GDPR in 2018 we have cleaned our CRM data and have 75,000 opted-in email contacts.

The Trustees were keen to know how we intend to increase our use of minority communities in our marketing and were advised that we are planning to target 'hard to reach' audiences and we are starting to focus on campaigns using real visitors rather than models.

Trustees thanked the speakers for their excellent presentation.

11. The Director, Visitor Experience & Enterprises introduced Andy Broad, Managing Director of Wire & Sky, who run well established urban aerial adventures in high profile locations across UK, and who are proposing to work with us on a *Cutty Sark* Rig Climb. The *Cutty Sark* Advisory Committee have already received this presentation and have approved the project. In particular, Sir Robin Knox-Johnston is very keen on the proposal.

The Director, Visitor Experience & Enterprises explained that we are keen to create an authentic experience of work on board and we are hoping to reach new audiences ('Millennial Experience Seekers' and 'Family Adventurers'). We are keen to convert some of the estimated 5 million people who visit *Cutty Sark* Gardens every year into visitors to the *Cutty Sark*. *SS Great Britain*, Bristol have been running their 'Go Aloft' experience for some ten years, funded initially by an HLF grant.

Mr Broad outlined his company's ethos focusing on the customer experience and safety. These experiences are hugely popular; 850,000 people have done the O2 climb to date.

Trustees had questions concerning the proposed financial model which is still subject to final negotiations; wear and tear to the rigging, the replacement of which Wire & Sky will be responsible for; and safety. Mr Broad reported that Wire & Sky have 100% safety record, inevitably however there are occasional minor incidents and injuries and well-rehearsed procedures are in place for unexpected medical emergencies. The Chair of the *Cutty Sark* Advisory Committee stated that it would be essential for him to be fully briefed on the safety aspects before contracting. A meeting will be set up late July to this end.

Trustees **noted** the comments made with regards the above matters and thanked Director, Visitor Experience & Enterprises and Mr Broad for the presentation.

12. Next Board Meeting

Thursday 19 September 2019 at 14:00 in the Boardroom.

Minutes certified by Sir Charles Dunstone, Chair

Date