

THE TRUSTEES OF THE NATIONAL MARITIME MUSEUM
THREE HUNDRED AND SIXTY-SIXTH MEETING
09:30 THURSDAY 27 FEBRUARY 2020
IN THE BOARDROOM OF THE NATIONAL MARITIME MUSEUM

MINUTES

Trustees present:

Sir Charles Dunstone, Chair
Joyce Bridges
Alastair Marsh
Dr Helen Czerski
Jeremy Penn
Eric Reynolds
Dr Fiona Butcher
Admiral Sir Mark Stanhope

In attendance:

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

The meeting started with an 'in camera' session for the Director and the Trustees.

~Governance Session~

1. Apologies

| | |
|-----------------------------|---------|
| Dr Aminul Hoque | Trustee |
| Carol Marlow | Trustee |
| Professor Julian Dowdeswell | Trustee |

2. Declaration of relevant interests related to this meeting

None other than those previously registered.

3. Draft Minutes of Board meeting 365 of 21 November 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 February 2020

This section redacted in accordance with the Freedom of Information Act 2000 S. 36 prejudicial to the effective conduct of public affairs and S. 43 (2) Commercial Interests exemption.

The Director finished his report by saying how pleased we had been with the visitor numbers from both The Moon and from the ice rink. There was a question from Trustees regarding payment for the automatic meter readers. The Director, Operations & Human Resources confirmed that this was being done at the water company's cost. There were no further points arising from the Director's Report which was duly **noted**.

5. Finance Director's Report:

5.1 Finance Report at 31 January 2020; cashflow; Director's expenses

The Director, Finance and IT reported that RMG achieved an operating surplus of £2.5 million in the ten months to 31 January, which was expected to reduce in the final two months of the year. The additional DCMS funding enabled us to undertake urgent capital works and has meant that some routine maintenance work has fallen a little behind, although a number of projects are planned for the final two months of the year.

There were no questions from the Board and with that the Trustees **noted** and **approved** the Finance Director's Report, cashflow and Directors' expenses at 31 January 2020.

5.2 Resolution to transfer funds to the RMG Foundation

The Trustees were asked to:

1. Designate £150,000 out of income for year ended 31 March 2020 to the Cutty Sark maintenance fund.
2. Designate any net surplus from Cutty Sark operating activities to the Cutty Sark maintenance fund.
3. Designate any surplus arising from the HBO Events Hire to support the operation of the Queen's House
4. Apply any remaining surplus for the year ended 31 March 2020 arising from Museum activities to the making of a grant to RMG Foundation.

Trustees accepted these proposals and the Resolution was **approved**.

5.3 Strategic Risk Register February 2020

The Director, Finance & IT stated that the risks around Brexit have been scaled down for now but will need to be kept under review as the year progresses. With the uncertainty created by the Coronavirus, a significant drop in visitor numbers is now a high risk. Pandemic has been added to the list of major business disruptions. As the impact of the Coronavirus was due to be considered under agenda item 6, there were no further questions and the Board **approved** the February Risk Register.

5.4 Financial Planning 2020/21 – 2024/25

The Director, Finance & IT presented the plan for operational activities 2020/21-2024/25, prioritising support for existing operations together with further investment in staff salaries, progression towards the implementation of London Living Wage by 2021/22, and extending the rolling temporary exhibition

programme to include the Queen's House and Insight Gallery. In terms of income, we have assumed that visitor numbers will remain relatively stable over the five year period (the short-term effect from Coronavirus notwithstanding), and we predict that the potential for further growth in our income generating activities is now relatively limited. The Trustees' attention was drawn in particular to the increase in the paybill from 15.6 million in the current year to 18.3 million in 2024/25, reflecting the move to London Living Wage over the next two years. The assumption is that we shall continue with our temporary exhibition programme but that we should seek efficiency opportunities in non-staff costs.

The Trustees thanked the Director, Finance & IT for the forward plan and it was duly **approved**.

6. Coronavirus: Potential Financial Impact

The Director, Operations & Human Resources informed the Board that we are watching daily as the situation evolves. We have updated our Pandemic Business Continuity Plans and detailed departmental plans. Courier trips are being reviewed and cancelled where required. We are monitoring the situation carefully and advising staff according to advice from Public Health England.

The Director, Visitor Experience & Enterprises stated that the Chinese and Italian markets are each worth £1.5 million. Many corporate event clients are beginning to contact us to postpone. We have been looking at areas where we can reduce or cut costs and we are postponing our large summer recruitment plans, which normally would be starting now ready for Easter. We will be increasing our pool of event hosts who can be brought in on flexible hours. Our marketing to certain sectors will also be curtailed pro tem.

7. Disposals

The Director, Collections and Public Engagement reminded the Board that according to the Museum's Disposal Procedure, any potential disposals are reviewed first by the Museum's Collections Development Committee, then by the Executive, next by the Trustees Collections and Research Committee before coming to the Trustees Board and then onto the Secretary of State for Digital, Culture, Media and Sport for final approval.

The disposals brought to the Board on this occasion were from a Miscellaneous Antiquities Collection and a number of non-collection items formerly held by the Cutty Sark Trust.

The Board **approved** both categories of items for disposal.

8. Matters arising from information in Volume B/AOB

Trustees queried the intention to have a bigger ice rink winter 2020/21. The Director, Visitor Experience & Enterprises explained that we had originally aimed to have the larger rink this year but pursuing this would have resulted in delays around planning. Now that we have trialled it, we know that we will attract sufficient skaters to warrant the larger size rink and we will be putting in our planning application earlier this year.

A question was raised about our plans for the Sunken Treasures exhibition featuring a large loan from China, bearing in mind the current situation with Coronavirus. The Director said that at the moment we are proceeding with

plans but are currently working up a timetable of milestones and critical decision points as clearly we cannot risk any heavy investment if there are doubts over the viability of the project going ahead as scheduled.

There were no further matters arising.

9. Next Board Meeting

Thursday 7 May 2020 at 09:30.

Minutes certified by Sir Charles Dunstone, Chair

Date