

BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

SUMMARY OF THE 208th MEETING

HELD AT THE ROYAL ARMOURIES MUSEUM, LEEDS

ON THURSDAY 28th MARCH 2019

Present:

Hemant Patel (HP) – Chairman
Dr Andrew Burnett (AB)
General the Lord Houghton (NH), via telephone
Mr Neil Grant (NG)
Mr Paul Kirkman (PK)
Mr Jonathan Sands (JS)
Major Gen. Sir Sebastian Roberts (SR), via telephone
Professor Anne Curry (AC), via telephone

In Attendance:

Dr Edward Impey (EI)
Mr Malcolm Duncan (MD)
Mr Frank Riley (FR)
Mr Rod Taylor (RT)
Mrs Laura Bell (LB)
Ms Siona Mackelworth (SM)
Ms Emma Carver (EC)
Mrs Kathryn Sibson - minutes

1. Conflicts of Interest

No conflicts of interest were raised.

2. Apologies

There were no apologies for absence.

HP informed the meeting that Chris Mayer (CM) has resigned as a Trustee. Thanks were recorded to CM for her service and helpful contribution to the Royal Armouries.

3. Approval of Minutes

The minutes of the last meeting were approved and signed as a correct record.

4. Matters Arising

All matters arising are covered in the agenda.

5. Chairman's Report

Chairman Recruitment

Work is on-going and this will be an area that HP is to focus in the immediate term. HP has had his term extended to 1 October 2019.

Trustee Vacancies

There are currently three trustee vacancies. The recruitment process cannot wait until a new chairman is in post so HP and EI will start to develop a role specification and speak to DCMS regarding recruitment.

Sub-Committees

On 15 March 2019, AB, NG and JS chaired their first meetings of the Audit Committee, Finance & Capital Development Committee and RATE Board respectively.

Other Areas of Focus

As the events programme is being invested in, focus needs to be on driving visitor numbers.

6. Director General / Executive Board Report

Personnel Changes

Sue Owen, DCMS Permanent Secretary, will retire in April 2019 and is to be replaced by Sarah Healey. Dick Harrold is retiring as Tower Group Director on 31 May 2019 and will be replaced by Brigadier Andrew Jackson (AJ). El is meeting AJ, who will become RA's key link with HRP, on 13 June 2019.

Spending Review

El and MD recently met the Director of Spending Review at DCMS, to discuss pre-spending review planning.

Operations Team

A number of staffing changes have been made recently in HR, estates and commercial roles. The teams are busy with a number of projects.

RAI

Work is on-going to complete the integration of RAI in to RA.

Visitor Counting System

As the new front doors at the Leeds museum are being installed, a new visitor counting system is also being introduced.

Digital Engagement Strategy

The project is in progress and an audience research agency is about to be appointed, as part of Phase I.

Field of Cloth of Gold

Preparatory work is on-going for this event in 2020.

Publications

One of the elements of the Corporate Plan for 2019/20 has already been achieved.

Education

The team is on-target to deliver the desired formal learning visitor numbers.

Interpretation Framework

Work is taking place to develop an Interpretation Framework to ensure all displays and live interpretations are accessible.

Care of the Collection

Investment in the care of the collection continues with a number of projects on-going.

Forthcoming Priorities

There are two priorities being worked on at present:

- Fort Nelson and its collection
- Museum Accreditation – the application is due to be returned by 31 July 2019

7. Health & Safety

Fort Nelson

A comprehensive action plan has been developed.

Visitors are being notified about the changes to the daily gun firings but special event gun firings will still take place.

Accident Statistics

RT will review the presentation of the statistics from a Tower of London point of view as this falls mainly to HRP and RA is not pivoted to those figures.

Action: RT

8. Highlight Object

LB presented a mortuary sword associated with Oliver Cromwell.

9. STRATEGIC ISSUES

9.1 Corporate Plan 2019-24 and Annual Operating Plan 2019/20

Following presentation of the Aims of the Corporate Plan to the Trustees on 13 December 2018 and the request made at that meeting, the order has changed so the 'people' orientated aim is first.

The Corporate Plan if approved, will be published on the RA website. The Annual Operating Plan (AOP), is presented today for information.

Masterplan related issues will increasingly begin to populate the AOP over the coming years. It was agreed that Objective 3.15 should be moved higher up the list.

Action: EI

The current Corporate Plan has a lead Trustee linked to each Aim. EI was asked to come up with suggestions for which Trustees could be linked to the three Aims within the new Corporate Plan and circulate for comment.

Action: EI

Care has been taken to make a clear distinction between tasks linked to the 'public offer' and those that fall under the RATE umbrella.

If Trustees have any comments specific to the AOP they should speak to the relevant Director outside this meeting.

Action: All

The Board of Trustees approved the Corporate Plan for 2019-24 and noted the AOP for 2019/20.

9.2 Brexit Contingency Planning

Three scenarios have been developed which are closely linked to the DCMS spending review scenario planning.

9.3 Master's Plan and Project Meyrick 2019/20

The paper outlines the activity planned for 2019/20 to develop the Master's Plan and Interpretation Strategy, and under Project Meyrick areas around feasibility and concept development.

9.4 Fundraising

The report has been updated since being presented to the Finance & Capital Development Committee as the funding for the Digital Engagement Strategy will fall in to 2019/20.

10. COMMITTEE UPDATES

10.1 Audit

Risk Registers

The Committee looked at the Strategic Risk Register and the current 'red' risks. The Collections Department Risk Register was also reviewed.

Internal Audit

Internal audit reports were presented and substantial assurance was received for the recent audit on strategic planning.

10.2 Finance & Capital Development Committee

A number of items discussed at the Committee meeting are covered on the agenda for today's meeting. In addition, the SLA with RATE for 2018/19 was reviewed and approved and the Committee discussed current major projects.

10.3 RATE Board

One key area the RATE Board wants to focus on is the downturn in visitor numbers in Leeds. JS asked the RATE Directors to each come back to the next meeting with an idea regarding how the footfall issue could be addressed.

11. GOVERNANCE

11.1 2018/19 Forecast

Allowing for timing differences, the forecast is broadly in-line with the original budget.

11.2 Draft Budget 2019/20

The bottom line shows a deficit, but this is due to timing differences. Taking this in to account, the budget does balance to £0.

The Finance & Capital Development Committee requested a bridge showing the additional income and where that money has been spent from 2017/18 to 2019/20.

Trustees confirmed that they were happy that there are enough funds in Reserves and that the maintenance backlog should be the first priority before Reserves are topped up. Savings are still being identified where possible.

The Board of Trustees approved the budget for 2019/20.

11.3 Loan Report

Trustees approved the loan requests to the Green Howards Museum, noting the change in date, and to the Science Museum.

11.4 Forthcoming Events

The Board of Trustees noted the forthcoming events. Invitations to the Easter Joust will be sent to Trustees.

Action: SM

11.5 Forward Agenda Plan

Trustees noted the forward agenda plan.

12. Any Other Business

Tour of Collections Stores

LB will be conducting a tour of the collections stores after this meeting and interested Trustees were invited to join her.

The next meeting will be held on Thursday 27 June 2019 at the Tower of London, commencing 11am.