

BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

SUMMARY OF THE 205th MEETING

HELD AT THE TOWER OF LONDON

ON THURSDAY 28th JUNE 2018

Present:

General the Lord Dannatt (RD) – Chairman
Mr Hemant Patel (HP)
General the Lord Houghton (NH)
Mrs Chris Mayer (CM)
Professor Anne Curry (AC)
Major General Sir Sebastian Roberts (SR)
Dr Andrew Burnett (AB)

In Attendance:

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

1. Conflicts of Interest

No conflicts of interest were raised.

2. Apologies

There were no apologies for absence.

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

Hemant Patel

Hemant Patel has been granted an extension to his trusteeship of one year.

Potential Trustees

A good list of applicants has been achieved following the recent advertisements. Interviews are to be held on 3 July 2018 with the view to appointing two to the Board.

100 Days to Peace Event

This is being held on 6 September 2018 and if Trustees want to invite one or two guests then the contact details should be sent to KS.

Action: Trustees

6. Director General / Executive Board Report

RAI Purchase

The revised Financial Case was approved by the DCMS Finance Committee on 19 June 2018. This was the last of the HM Treasury Conditions to be met before ownership of RAI can transfer.

The Invitation to Tender has gone out to a shortlist of five applicants for the medium to long-term contract.

In the interim there will be a determined effort to make improvements in particular to the Bistro and the Bury Theatre. Other redevelopment work will be done in conjunction with the contractor, via a development plan.

Masterplan

The Executive Board has been looking at the museum's infrastructure and staffing, its fitness for purpose to deliver the masterplan and what can be done in terms of the public offer in the interim period.

Digital Engagement Strategy

SM managed the process of submitting a bid to the HLG Heritage Grant fund for the Digital Engagement Strategy. HLF meet to consider application on 20 September 2018.

All Staff Meetings

The new format in Leeds is working well. RAI staff are being invited.

Poppies 'Wave' Installation

The Poppies installation ended on 24 June 2018. Since then events have been held to thank staff and volunteers.

Fort Nelson received 161k visitors in 10 weeks.

An application for permanent planning permission for the car park is being worked on.

RD, on behalf of the Board of Trustees, said the project achieved all expectations and extended thanks to all involved.

A lessons learned review will be held. An Interpretation Plan for the Fort is to be developed. This is due in September 2018.

100 Days to Peace

With RD's agreement the event will now be held on just one night, 6 September 2018, and will include a reception prior to the concert.

Offensive Weapons Bill

As a museum, this does not greatly affect RA as it is exempt due to one of the clauses. However retail can no longer sell bladed objects on-line as they could be bought by under 18s.

Poland

El and LB recently visited major arms and armour museums in Poland and met their respective Directors.

7. Health & Safety

Fire Alarm

The new system is now operation following full testing.

RA Square

Data continues to be collected regarding the perceived risks associated with the use of RA Square.

8. Highlight Object

Matchlock Musket

LB presented a recently acquired matchlock musket originating from southern Arabia dating to 1885.

9. STRATEGIC ISSUES

9.1 Masterplan

EC explained that today's discussions are to enable Trustees to advise and agree on the general premise being put across through the draft Corporate Mission Statements:

- Corporate Vision
- Corporate Purpose
- Statement of Intent (masterplan specific)

The options will go in to the Strategic Outline Case to be presented to DCMS in September 2018.

Four pillars of sustainability will be used to structure the masterplan going forward:

- Cultural
- Economic
- Social
- Environmental

All of these will have aims and objectives against them and under each of these are a series of options.

Trustees discussed each Pillar in detail.

Cultural Pillar

Trustees agreed they were content with the two broad aims under this Pillar.

Economic Pillar

Trustees agreed that all three sites should be used to maximise fundraising and commercial opportunities. With this in mind a third Aim should be added to this Pillar on Fundraising.

Action: EC

Social Pillar

It was suggested that on-line presence should be added. EC commented that digital should be part of everything rather than an add-on, but agreed to look at the wording.

Action: EC

Environmental Pillar

As it might not be in RA's power to create a green setting linking the museum to the city, it was agreed the word 'create' should be changed to 'contribute to'.

Action: EC

Trustees discussed the Options for each of the sites.

Statement of Significance for the Collection

A guiding principle is needed throughout this process and will follow set criteria:

- Historic
- Artistic
- Scientific
- Social and Spiritual

This work will be presented to Trustees in September 2018.

Timeline

The long list and subsequent short list will need to be included in the submission of the Strategic Outline Case, itself a Condition of Project Godfrey, hence the submission date has been agreed with DCMS.

RD asked that the date for submission to DCMS be changed to after the Board of Trustees meet on 27 September 2018 as Trustees do need to consider what is put forward and have the final decision on this.

Action: EI

9.2 Fundraising

It was decided at the last Board of Trustees meeting that Fundraising would be added as a standing item on the agenda. The paper presented reflects what has been presented to the Finance & Capital Development Committee but may become more strategic in future, especially in terms of masterplan.

10. COMMITTEE UPDATES

RD said the chairmanship of the sub-Committees will need discussing in light of HP's extension.

10.1 Audit

Outstanding Audit Actions

HP tasked the Executive Board with developing an action plan detailing how the outstanding audit points will be cleared, by when and what resource is needed in order to do this.

Annual Report and Accounts

The Committee reviewed the draft Annual Report and Accounts. This will be covered in more detail at item 11.1.

Internal Audits

There are a number of actions to be taken but the Committee is happy that they are in progress.

Strategic Risk Register

Some risks have been softened in the light of Project Godfrey developments. There will be a full review of the Strategic Risk Register prior to the next Audit Committee meeting on 13 September 2018.

Information Security Incident Management Policy

The Committee reviewed and approved the revised Policy.

10.2 Finance & Capital Development Committee

Major Projects

A report was presented regarding the issues around the relative humidity levels at Leeds and the risks to objects. A formal proposal will be brought to the Board of Trustees for approval.

10.3 RATE Board

RATE had a good operating year especially in terms of trading and retail.

The Board also discussed what Project Godfrey will mean to RATE in the future.

11. GOVERNANCE

11.1 Annual Report and Accounts 2017/18

The Annual Report and Accounts are presented in the same format as in previous years. Any differences to the Management Accounts are presentational.

The NAO audit opinion is still outstanding.

The Audit Committee recommended the Board of Trustees approve the accounts in their current format, subject to a clean audit opinion. There should not be an issue as far as the NAO is concerned and there is until 23 July 2018 to sign and lay the accounts before parliamentary recess.

RD requested a briefing note on the current situation in advance of his telephone call with Tim Sparrow on 2 July 2018.

Action: MD

Although RA does not meet the mandatory requirements for reporting on equal pay in the annual report, Trustees asked that a paragraph be added to the relevant section explaining that management is aware of the issue but does not need to change its pay policies as they are robust.

Action: MD / RT

It was noted that the KPIs show some adverse variances from 2016/17 but there is no explanation. MD agreed to add more detail in the narrative.

Action: MD

The Board of Trustees approved the Annual Report and Accounts for 2017/18 but with the caveats discussed.

11.2 2018/19 Forecast

Everything is on track around the budget position put forward in March 2018.

An update will be circulated to the Finance & Capital Development Committee before the end of July 2018.

11.3 Board Effectiveness Review

Trustees have submitted their completed questionnaires to RD. RD is holding 1:1 meetings with individual Trustees over the coming weeks.

11.4 Loan Report

The Board of Trustees approved the loan request to The Metropolitan Museum of Art, New York.

11.5 Forthcoming Events

The Board of Trustees noted the forthcoming events.

Trustees were asked to RSVP either way for the Armed Man concert.

11.6 Forward Agenda Plan

Trustees noted the forward agenda plan.

12. Any Other Business

Chairmanship of Board of Trustees of the Royal Armouries

RD explained that his term as Chairman ends of 1 November 2018. He has received a letter from the Secretary of State inviting him to extend his term for a further two years. RD will reply formally with his decision.

The next meeting will be held on Thursday 27 September 2018 at Fort Nelson, commencing 11am.