

**BOARD OF TRUSTEES OF THE ROYAL ARMOURIES**

**SUMMARY OF THE 204<sup>th</sup> MEETING**

**HELD AT THE ROYAL ARMOURIES MUSEUM, LEEDS**

**ON THURSDAY 29<sup>th</sup> MARCH 2018**

**Present:**

General the Lord Dannatt (RD) – Chairman  
Mr Mark Urban (MU)  
General the Lord Houghton (NH)  
Mr Hemant Patel (HP)  
Professor Anne Curry (AC)  
Major General Sir Sebastian Roberts (SR) -  
By telephone  
Dr Andrew Burnett (AB)  
Mrs Chris Mayer (CM)  
Ms Deborah Mills (DM)

**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**

Apologies were received from Jason Kingsley.

**3. Approval of Minutes**

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

**4. Matters Arising**

Interest Rate Loan Repayment (Project Godfrey)

The interest rate is fixed at the point the loan is drawn down and is tied to the internal government rate. The rate is therefore unknown until RA reaches that stage in the process. It was acknowledged that the longer RA waits there is a greater risk that interest rates will be higher.

RA / HRP MOU

Discussions are still on-going regarding the proposed revision to one of the clauses within the MOU.

EI was asked to pick this conversation up again with the HRP CEO with a view to drawing it to a conclusion.

**Action: EI**

All other matters arising are covered in the agenda.

## **5. Chairman's Report**

### Project Godfrey

The negotiations with RAI reached a successful conclusion in January 2018. It is now being run by DCMS for six months during which time RT, for RA, is putting together a specification for the medium to long-term contractor.

## **6. Director General / Executive Board Report**

### Future Reporting to Trustees

It has been agreed that written reports will be submitted to Trustees on a quarterly basis, in between Board meetings. Verbal updates will continue to be given at meetings.

### Spending Round

The next spending round is due to start in 2019.

### DCMS

Emma Squire has been appointed as Director of Arts, Heritage and Tourism.

### GDPR

This becomes law on 25 May 2018 and replaces the Data Protection Act 1998. The main aspect is regarding storage and the use of personal data and RA needs to be compliant. The key areas for RA are:

- HR records
- Customer Relationship Management System
- Installation of Wi-Fi at Fort Nelson

Checks will be made to ensure suppliers of the relevant systems will also be compliant. There will need to be a period of bedding-in and testing.

### Air Handling

The system in the Museum at Leeds regarding relative humidity is not performing as it should be and a significant drop was recorded during the recent bad weather. Lenders have been notified and are satisfied at present but this will need to be dealt with soon.

Quotations have been received for a system to last the five years up to Masterplan. The proposal will go to the Finance & Capital Development Committee for approval as soon as possible. It was confirmed that the installation of the revolving door at the front entrance will also help with controlling the environmental conditions.

### Poppies 'Wave' Installation

The installation of the poppies is taking place during week commencing 9 April 2018. Scheduled Monument Consent was received for the Marquee which will house the catering and retail outlets.

Temporary planning permission has been received for the car park and an application for permanent planning permission will now be submitted.

Invitations have been sent out this week for the Private View which is being held on 12 April 2018.

14-18-Now place a lot of restrictions on what the host venue can and cannot do but they will provide significant support with PR and social media publicity. RA has also invested additionally for marketing. RD said that all needs to be done to maximise the opportunity.

#### Wayfinder / Joust Launch

This evening's launch event for the redesigned Street and treasures trail will be attended by Michael Ellis, Parliamentary Under-Secretary of State for DCMS. The following day the Minister will have a tour as well as watch the first joust.

Four teams are taking part in the joust this year: RA; France; Poland; and Australia. The jousts are sold out on the Friday and Saturday and ticket sales are performing well for the Sunday and Monday.

It was confirmed that Front of House staff uniforms will be changing with the aim of making staff more welcoming and approachable to visitors.

#### Royal Artillery

RD has been in contact with the Royal Artillery's Master Gunner and there is the potential for both organisations to do something together at Fort Nelson. Conversations are on-going and EI is arranging a meeting to progress this.

## **7. Health & Safety**

#### Fire Alarm

The new alarm has been commissioned and is now operating. Testing of the system is continuing. It was stressed that it is important for Trustees to have confidence in the new system and its compliance.

#### H&S Management

SMSE has been appointed as RA's H&S partner and have conducted site visits to both Leeds and Fort Nelson.

#### Training

Eight staff at Fort Nelson have undertaken first aid training for the Poppies installation. IOSH training has been given for middle management and 35 people across the organisation are now qualified. Refresher training for those staff who attended the course in 2015 is planned for May 2018.

## **8. STRATEGIC ISSUES**

### **8.1 Annual Operating Plan 2018/19**

This is the third Annual Operating Plan which the Executive Board has produced and is based on the Corporate Plan to cover the financial year 2018/19. Three key new Objectives have been added:

- 4.6 Masterplan
- 8.2 RAI Purchase
- 9.4 Corporate Plan

Each AIM was reviewed in detail.

The Board of Trustees approved the Annual Operating Plan for 2018/19.

#### MICE Contract

RT updated Trustees on the status of the new Meetings, Incentives, Conferences and Events (MICE) contract.

The procurement process has been initiated and the Pre-Qualifying Questionnaire was shared earlier in March 2018. The Invitation to Tender will be sent out at the end of April 2018.

RD said it would be helpful to have a paper setting out what RA is trying to achieve to be circulated as soon as possible, and before his meeting with Sue Owen on 16 April 2018.

**Action: RT**

## **8.2 Masterplan**

The paper presented sets out the work that has taken place over the last few months. A year has been added to the programme at the request of Trustees and DCMS has been contacted regarding when they expect sets of documentation to be submitted.

The next stage will be to present the draft Vision to Trustees at the meeting on 28 June 2018. The Strategic Outline Case (SOC) will go to the DCMS Finance Committee at the beginning of September 2018. The SOC and Strategic Brief will then be presented to the Board of Trustees on 27 September 2018.

Regular meetings have been held as part of the consultation programme. Two components need to result from this:

- Vision Statement – to describe where RA is trying to get to. Aims and Objectives will be derived from this.
- What other things could RA be doing – the current situation needs to be understood and the organisational context in order to develop this.

It was suggested that at the Board of Trustees meeting in June 2018 the overarching strategic objective could be presented as well as the big options which Trustees would be asked to take a view on. This was agreed but EC was asked to circulate it in advance of the meeting to facilitate a more informed discussion on the day.

**Action: EC**

It was agreed that a discussion meeting should be held for Trustees before the June 2018 Board of Trustees meeting. KS to organise.

**Action: KS**

### **8.3 Campaign Board**

The paper presented outlines where RA has been, where RA is now and what RA needs to do to organise a major fundraising campaign and what the Campaign Board's role would be in this. As the Sector Plans are now in place it will help build RAs readiness for this, but there is still a question about whether RA is ready to set up a Campaign Board yet.

It was agreed that fundraising should be added to future Board of Trustee meeting agendas to ensure it is discussed more strategically.

**Action: KS**

## **9. COMMITTEE UPDATES**

### **9.1 Audit**

#### Audit Actions

There is still a long list of outstanding actions, mostly from internal audits. No other actions are concerning for the Committee as the Fire Alarm has now been dealt with.

#### Governance Issues

The NAO checked whether the Committee knew of any governance issues that needed reporting and nothing was raised.

### **9.2 Finance & Capital Development Committee**

The three main areas on the agenda were Finance, Fundraising and Major Projects. These have all been covered on today's agenda.

#### The Armed Man

The Committee approved the latest gateway and confirmed that the event could go ahead on at least one night.

### **9.3 RATE Board**

RATE is still operating in an in-between period but the scope of RATE is about to change and it is crucial that RATE has oversight of RAI figures and operations. In the meantime a longer term commercial strategy is being developed. This will aim to optimise the retail offer, IP / licensing and other strands.

The RATE Board agreed that the role of Chief Operating Officer would be the Managing Director of RATE.

## **10. GOVERNANCE**

### **10.1 2017/18 Forecast**

The headline figure shows a small surplus for the year. This is due to additional Grant-in-Aid from DCMS for Project Godfrey which can be drawn down this financial year but spent in 2018/19.

Costs have been incurred this year for Poppies, the facilities restructure and the Armed Man. The offsetting cost savings and income will show in the next financial year, therefore the next impact over the period of time will be nil.

### **10.2 Draft Budget 2018/19**

The underlying budget is showing a deficit, reflecting timing differences from 2017/18 but predominantly costs of the fire alarm system replacement. The detail does not include any income relating to RAI as it is unclear when this will start, at what level, or how many additional costs RA may decide to incur from the income. An estimate has been included for income from the car park however.

Costs have been included for the delivery of the masterplan but no specific funding has been received from DCMS for this. The cost for masterplan includes external consultancy for the premises review. These are estimated costs at present – more detailed costs will be known when the tender is issued.

The Board of Trustees meeting in September 2018 will be the gateway for approval to proceed. RD asked that the breakdown of the masterplan costs be circulated to Trustees.

**Action: MD / EC**

The business as usual aspects are showing a balanced budget.

The Board of Trustees approved the budget for 2018/19.

### **10.3 Loan Report**

The Board of Trustees approved the loan request to Brighton and Hove Museum.

**Action: LB**

### **10.4 Forthcoming Events**

The Board of Trustees noted the forthcoming events.

### **10.5 Forward Agenda Plan**

Trustees noted the forward agenda plan.

## 11. Any Other Business

### The Armed Man

The Finance & Capital Development Committee decided that enough sponsorship money has been raised to progress to the next stage. With other enquires still live, there is confidence that the event will wash its face. Tickets are now on sale for the concert on 6 September 2018.

The event plan is being finalised for the reception taking place before the concert on 6 September 2018 which will be an opportunity for networking. Trustees were asked to send details of anyone who should be invited to SM.

**Action: All**

The briefing prepared for RD regarding the Armed Man and the Patrons scheme should be circulated to Trustees.

**Action: KS**

### Trustee Vacancies

Two vacancies are being advertised at present for trustees with skills in commercial and visitor experience areas.

### Current Trusteeships

RD announced that this was to be the last meeting for three Trustees:

- Appreciation was recorded to Jason Kingsley for the work he has done over the last four years.
- Thanks were given to Deborah Mills for being a Trustee but also for sitting on the Audit, Finance & Capital Development, and Remuneration Committees as well as the RATE Board. It is hoped DM's relationship with RA will continue in some form.
- Mark Urban has recently joined the Board of the IWM so has regrettably had to resign as a Trustee of RA. The Board thanked MU for his work, especially around Fort Nelson, and sent him very best wishes.

The next meeting will be held on Thursday 28 June 2018 at the Tower of London, commencing 11am.