

BOARD OF TRUSTEES OF THE ROYAL ARMOURIES

SUMMARY OF THE 206th MEETING

HELD AT FORT NELSON

ON THURSDAY 29th SEPTEMBER 2018

Present:

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

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)
Mr Neil Grant (NG)
Mr Paul Kirkman (PK)
Mrs Kathryn Sibson - minutes

1. Conflicts of Interest

No conflicts of interest were raised.

2. Apologies

Apologies were received from Chris Mayer, Lord Houghton and Jonathan Sands.

3. Approval of Minutes

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

4. Matters Arising

Annual Report & Accounts 2017/18

All outstanding audit points were dealt with which resulted in a clear audit opinion from the NAO. The Annual Report & Accounts were therefore signed and filed on time.

All other matters arising are covered in the agenda.

5. Chairman's Report

Trusteeships

Three new Trustees have been appointed. There will be one of two more vacancies coming up as there is still one existing vacancy and HP's term ends in July next year. RD will look at the skill sets of current trustees to identify the roles that would be useful to the Board.

Chairmanship

The process is underway to select a new chairman as RD's term finishes on 1 November 2018. The deadline for applications is 1 October 2018.

Board Effectiveness Review

The process for 2018 has been completed and RD has held 1:1 conversations with Trustees.

100 Days to Peace

It was an ambitious but successful event and was attended by the Duke and Duchess of Sussex. Thanks were expressed to all staff who worked on the event.

General Andrew Graham

RD received a letter from General Graham who was writing in his capacity as Chairman of Combat Stress. Gen. Graham has indicated that he would like to speak to appropriate Royal Armouries staff as part of this work in due course.

6. Director General / Executive Board Report

Masterplan

The Corporate Plan is in its final year and the Executive Board is beginning to work on a plan for the next five years, 2019-2024. Trustees will be given an update at the meeting on 13 December 2018.

EI provided a precis of RAs corporate history and the events leading up to Masterplan and its subsidiary.

A procurement process to select a partner to deliver the business going forward has been agreed.

The main issue to resolve is the contract documentation. The Godfrey Programme Board will be asked to approve the contract at the meeting on 2 October 2018.

Fort Nelson Car Park

The process for applying for permanent planning permission has started. The Planning Officer has visited the site and a meeting is being held on 10 October 2018 to discuss further.

NFC

RD suggested that the wording in RAs Purpose and Objectives should be changed for 'Arms, Armour and Firearms' and said that this would be worth future discussion. This would help recognise the NFC as being part of the collection.

Lease Structures

A lot of work has gone in to dealing with the complex lease structures with the purchase of RAI.

Institute of Conservation

A skills gap was identified in arms and armour conservation. Funding has been awarded for an internship to start at the end of November 2018. NG said he would like to speak to LB further about this.

Action: NG / LB

Research Proposal

Working in conjunction with the University of Exeter, a War Horse research proposal was developed. This was successful and funding has been awarded, over four years.

Memorandum of Understanding

MoUs have been signed with a number of universities in the north to help with research, strategy and conferences. A conference and lecture programme is also being developed.

Project Starburst

Consultation work has taken place to look at ways in which the interpretation, wayfinding, events programme and commercial opportunities can be improved at Fort Nelson. The report is due to be received at the end of October 2018.

Interim Website

The interim website was launched at the end of March 2018 and will be in place for 18 months. A bid was submitted to the HLF for Heritage Grant funding towards the Digital Engagement Strategy.

Display and Interpretation

A new Interpretation Framework is being developed as well as an Exhibition and Display Plan. A bid has been submitted to DCMS / Wolfson in order to introduce a WWII display in Leeds.

Publications

The new guidebook for Fort Nelson is due to be available at the end of October 2018. A significant upgrade to the Leeds Guidebook is also planned.

Formal Learning Action Plan

There has been a 14% increase in formal learning activities. A Formal Learning Manager has recently been appointed and provides the resource to push this agenda forward.

Informal Learning Action Plan

Over 4,000 events led activities have taken place leading to an 80% conversion rate of visitors in Leeds.

7. Health & Safety

The report on the mixed use of RA Square has been received. The recommendations are being considered in consultation with the Audit Committee's independent member.

8. Highlight Object

LB presented a model of Mallet's Mortar, of which the full scale version can be seen by visitors to Fort Nelson.

9. STRATEGIC ISSUES

9.1 Masterplan – Strategic Outline Case

EC gave a presentation to provide context and an update on Masterplan and the move to Project Meyrick for which approval from the Board of Trustees is required. EC said she will circulate the presentation to Trustees.

Action: EC

9.2 Fundraising

The contents of the paper reflects pre-Masterplan activity. Two recent successes (HLF Round I and Art Fund) have taken the team to 47% of their target for this year. The other key item for the Tem was the 100 Days to Peace event.

9.3 Brand Positioning

A number of steps have been taken over the last year to implement the brand positioning work and enabled the team to look at aspects more deeply. A set of brand guidelines were developed and started to be rolled out via:

- New website
- Treasures project in Leeds
- Improving the interpretation framework and forward exhibition planning

Further activities are to be undertaken with staff to ensure they are engaged with brand positioning. There will also be a brand synergy with the catering contract. The positioning work will not go out of date easily.

10. COMMITTEE UPDATES

HP said that membership of the Committees needs increasing as the last Audit Committee meeting was not quorate. NG said he would be happy to join both the Audit and Finance & Capital Development Committees. This was approved.

HP has recently written to Natalie Sykes, Northern Regional Director at the Institute of Directors, inviting her to join the RATE Board.

HP will need to hand over the Chairmanship of the Audit and Finance & Capital Development Committees in July 2019.

10.1 Audit

Outstanding Audit Actions

Progress has been made on clearing outstanding audit actions.

HR

The increased appraisal completion rate was noted, and the Committee stressed the need to ensure the half-year reviews are completed in a timely manner.

Risk Management

The Strategic Risk Register will be reviewed in depth by the Committee on at the next meeting.

10.2 Finance & Capital Development Committee

Major Projects

The Street has now been refurbished. The front door is still to be resolved but investigative work is on-going.

The air handling project is on-going in Leeds.

Visitor Numbers

Visitor numbers over the summer were poor, probably as a result of the good weather. Thought needs to be given to the poppies legacy at Fort Nelson and the drop in numbers reinforces the need for Project Starburst. Spend-per-head in terms of retail has been much higher though.

10.3 RATE Board

Finances

The finances for 2018/19 were discussed.

11. GOVERNANCE

11.1 2018/19 Forecast

For 2017/18 a small surplus had been forecast in February 2018.

The Executive Board is working on a plan for allocating the additional RAI income to align with the new five year Corporate Plan. Saving for Masterplan will form part of this plan.

11.2 Loan Report

The Board of Trustees approved the loan requests to The Bowes Museum and Compton Verney.

11.3 Royal Permission

SR was asked to seek approval from HM The Queen to lend two items:

- Charles I armour to Compton Verney
- The Burgundian Bard to The Metropolitan Museum of Art, New York

Action: SR

The Board of Trustees said they were content for the loans to be made subject to royal permission being received.

11.4 Forthcoming Events

The Board of Trustees noted the forthcoming events.

11.5 Forward Agenda Plan

Trustees noted the forward agenda plan.

12. Any Other Business

Lord Dannatt

The Trustees and Executive Board thanked RD for the time he has devoted during his Chairmanship of the Board.

The next meeting will be held on Thursday 13 December 2018 at the Royal Armouries Museum, Leeds, commencing 11am.