

**NATIONAL ARMY MUSEUM COUNCIL**

**Minutes of the 165<sup>th</sup> Meeting of the Museum Council held in the Boardroom at the National Army Museum, Chelsea at 1000hrs on Wednesday 27<sup>th</sup> February 2019**

**Present**

General Sir Richard Shirreff (Chairman), Mr. William Wells, Mrs. Judith Donovan, Mr. Patrick Aylmer, Mr. John Duncan, Dr. Paul Schreier, Mr. Guy Perricone and Mrs. Sabine Vandenbroucke.

**In Attendance**

Field Marshal Sir John Chapple (Honorary Vice Patron), Mr. Mike Robbins (Chief Accountant, Army Resources), Brigadier Simon Banton (Head of Arms & Services, Home Command), Brigadier Justin Maciejewski (Director, National Army Museum), Mr. Mike O'Connor (Deputy Director, Operations & Resources), Mr. Richard Hughes (Honorary Legal Advisor) and Ms. Lizzy Sutherland (Committee Clerk, Minutes).

**Item 1. Council Administration**

**Item 1.1 Chairman's Opening Remarks**

The Chairman welcomed everyone to the meeting and introduced the new Head of Arms & Services Brigadier Simon Banton. Council congratulated the Deputy Director (Operations & Resources) on his OBE award. The Chairman thanked the Director for an excellent strategy dinner on February 21<sup>st</sup> and went on to praise the NAM on the outstanding Munnings exhibition, which was visited by HM The Queen, HRH The Prince of Wales and The Duchess of Cornwall.

**Item 1.2 Register of Members' Interests**

The Register was made available in accordance with Charity Commission advice and no amendments or additions were made.

**Item 1.3 Apologies for Absence**

Apologies were received from HRH The Duke of Kent, Royal Patron of the NAM, Ms. Brenda Hobday (Honorary Marketing Advisor), Ms. Jessica Spungin, Dr. Jonathan Boff and Lt Gen Sir Simon Mayall (Deputy Chair).

**Item 1.4 Minutes of the Previous Meeting & Matters Arising**

The Minutes were approved and signed as a true record.

**Item 2 Directors Update**

Following the Council's strategic dinner it was agreed a Strategic Group would be set up by the end of April.

The Munnings exhibition had been hugely successful and reconnected the NAM to people across Britain as visitors travelled far and wide to see the collection. NAMTL performance in the Shop had also been bolstered by the exhibition. Munnings will move on to Dedham in Essex before returning to Canada.

The success of the Munnings exhibition was due to a number of factors; the timing with the 100<sup>th</sup> Anniversary, the attraction for art lovers, the appeal to equestrian enthusiasts and the constituency of Munnings fans in the UK.

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The Director thanked Mr. Duncan and Ms. Hobday for their work with the NAM marketing team. Members appreciated the structured marketing campaign and the imaginative and multifaceted approach and hoped the same approach would be applied to the upcoming Abram Games exhibition.

The Assistant Director (Human Resources) reported on the new performance related pay scheme which had support from the Senior Management Team. Council discussed the various strands of recognition and made some suggestions. Volunteers were appreciated as a key part of the Museum. A number of the visitor experience team and curator roles had been recruited from the volunteer pool. The Museum hoped to increase volunteer numbers to 100. There was currently no individual recognition scheme for volunteers but they were thanked with an annual high tea event and were invited to the staff Christmas party. Council reviewed the volunteers programme and suggested recognising volunteers with certificates and looking into formal qualifications in volunteering as it would be a great motivator.

### **Item 3. Reports from Committees**

#### **Item 3.1 Building for the Future Committee**

The Deputy Director (Operations & Resources) reported on progress with the Building for the Future project. The builders were methodically working through the issues with the Building Management System. A post project informal review had been completed and lessons learnt will be shared with similar institutions who have capital projects planned. The Chairman thanked the management team for their solid work particularly in the past year on managing the final accounts.

#### **Item 3.2 Performance, Audit & Risk Assurance Committee**

The Chair of the Performance, Audit & Risk Assurance (PA&RA) Committee reported on GDPR and Collections, the focus for this year's internal audit. The Committee was satisfied that a sensible GDPR compliant programme was in place to address any potential legacy issues.

The National Audit Office (NAO) had been reappointed for another year as standard for non-departmental public bodies.

The PA&RA was refreshing their Terms of Reference which will be brought to May Council.

The Committee was also self-evaluating for best practice, the Chairman had drafted a questionnaire for all PA&RA attendees to complete, which could be rolled out to other Committees and Council if deemed useful.

#### **Item 3.3 NAMTL**

The Assistant Director (Enterprise) reported on NAMTL performance with a presentation. She compared 2017/18 and 2018/19 commercially which validated the splitting of visitor services from retail. There were now two committed teams with real focus and purpose and this success was reflected in the positive TripAdvisor reviews.

The Shop would stock items appropriate for the upcoming Abram Games exhibition which would also tie in with public programmes.

### **Item 4. Finance Summaries**

The Director spoke of his priority to refine and reinterpret the Museum in a way that would tell the story of the Army in a more inspiring and cost-effective manner. He wanted the Insight

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gallery to give a visitor with 45 minutes to spend the DNA of the Army's role, origins and timeline.

Council praised the management team and thanked the Ministry of Defence for their support.

Council was content about the NAM's liquidity and satisfied with the proposed budgetary spend for 2019/20.

**Item 5. Standing Agenda Items**

**Item 5.1 Health & Safety**

The Deputy Director (Operations & Resources) reported on Health & Safety and assured Council that the NAM was compliant with all relevant legislation and that all responsibilities were in place.

**Item 6. Any Other Business**

**6.1 Friends & Patrons**

A Patrons and Membership Manager was now in post and would manage the new members programme and the relaunch of the Patrons scheme.

**7. Any Other Business**

There was no other business and the Chairman closed the meeting.

**Council 2019 Meeting Dates:**

Wednesday 29 May 10am – 12.30pm  
Wednesday 31 July 10am – 12.30pm  
Wednesday 6 November 10am – 12.30pm