

NATIONAL ARMY MUSEUM COUNCIL

**Minutes of the 188th Meeting of the NAM Council at 10.00hrs – 12.30hrs
on Wednesday 12th March 2025 in the Boardroom at the NAM Chelsea**

Present

Mr Paul Schreier (Chair), Mr Tim Cooke (by Zoom), Mr Paul Davies, Mr Chris Finney GC, Prof Ali Ansari, Lord Andrew Roberts, Dr Katie Best (by Zoom), Prof Helen Parr, Ms Sue MacKenzie

In Attendance

Brig (Retd) Justin Maciejewski, (Director, National Army Museum), Mr Mike O'Connor (Deputy Director NAM), Mrs Manuela McDermid (External Minute Taker), Mr Chris Horner (Chair, Members Advisory Group), Brig Nick Doyle (Head of Arms and Services), Mr Richard Hughes (Legal Advisor)

Item 1. Council Administration

Item 1.1 Chairman's Opening Remarks

The Chair welcomed everyone to the NAM Council meeting.

Item 1.2 Register of Members' Interests

The register was made available in accordance with Charity Commission advice and no interests were made.

Item 1.3 Apologies for Absence

Apologies were received from HRH The Duke of Kent, Lt Gen Sir Simon Mayall, Lt Gen Sir George Norton, Mr Neil Johnson and Ms Rachel Hick

Item 1.4 Minutes of the Previous Meeting & Matters Arising

The minutes were approved as a true record.

Item 2. Director's Update

2.1 Performance Update Q1-Q3 24/25

The Director shared his performance dashboard slide with Council.

2.2 GiA 25/26

Confirmation of the Grant in Aid (GiA) for next year has not yet been received.

2.3 Project Oscar – Tite Street

Ongoing discussions are taking place with Royal Borough of Kensington and Chelsea. (RBKC). Legal agreements are being finalised with NAM, LSQ and RHC to support the project development.

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Pending a successful review, public consultation is expected to follow, with a planning submission expected in April/May 2025.

2.3 Project Valour

The Director confirmed that Project Valour is currently on hold.

2.5 HUNSYs 25

The project is progressing well, and the Hungarian Prime Minister was highly impressed with the uniforms.

2.6 De Laszlo

This was already discussed under actions from previous minutes.

Item 3. Draft Business Plan & Budget 2025-26

3.0 Draft Business Plan

The objectives of the Business Plan were clearly defined, with a clear alignment between objectives and risks.

No further questions were raised, and the Plan was approved.

Item 4. Updates from Sub-Committees & NAMTL

4.1 Development Committee

Income

The new tax on gift income has significantly increased revenue, with donations and gifts contributing to this growth. High-quality research is being generated through our fellows and partner institutions, with independent research status enhancing credibility.

Research

The Director provided an update on the Sandhurst research initiative. It's not the ideal time to establish this but plans to re-engage are in place.

4.2 Enterprise Committee/NAMTL Board

The Chair is leading a reset on how the Committee operates and how expertise is utilised. The process is underway, and figures are aligning with advisory expectations. The internal team is strong, with significant contributions from them. They have put in considerable effort to move things forward. There have been successful marketing campaigns and effective tracking, with positive results. The organisation is now a member of ALVA, which is a positive development. Looking ahead, there will be a focus on improving the visitor journey, especially online. A digital-first approach is being gradually introduced. Paid marketing efforts will be scaled back slightly.

4.3 Performance, Audit and Risk Assurance

Mr Paul Davies was confirmed as the new Chair of PA&RA. A reset of the committee was agreed upon, with small changes to the Standing Agenda. The primary focus will be on audit and risk. Relevant updated policies will be added to the next agenda.

The draft Business Plan and budget were reviewed with the Director and Deputy Director. The Museum's financial position at the end of the quarter was favourable. The Committee endorsed the draft budget and recommended it to the Council for approval.

Item 5. Finance Summaries to 31st December 2024

The Finance Summaries to 31 December 2024 were all approved at PA&RA and taken as read.

Item 6. Health and Safety Report

The report was taken as read. NAM remains a safe institution.

Item 7 Chelsea Heritage Quarter Update

The Director (NAM) explained the background to the Chelsea Heritage Quarter and introduced the Director of the CHQ who has been in post the last 18 months.

The Director sought Council approval to make the initiative more formal. An informal MOU has been set up, and a Charitable Incorporated Organisation (CIO) will be established to properly account for the funds. The Chelsea Physic Garden will manage the funds but the Director will report on financials to the Council annually. The Council endorsed the plan.

The Director (CHQ) gave an overview of CHQ to the Council and her achievements over the last 18 months. She was thanked by the Director (NAM) for her achievements in advancing CHQ.

Item 8 LSQ Project Oscar Update

Mr Tom Rusby (LSQ) presented an update on Project Oscar

Item 9. Any Other Business

There was no other business, and the Chair closed the meeting.