

## NATIONAL ARMY MUSEUM COUNCIL

### Minutes of the Meeting of the NAM Council at 10:00hrs - 12:30hrs on Tuesday 19<sup>th</sup> March 2024 in the Boardroom at the NAM Chelsea

#### **Present**

Lieutenant General Sir Simon Mayall (Chair), Lieutenant General Sir George Norton (Deputy Chair), Mr Tim Cooke, Mrs Judith Donovan, Mr Neil Johnson, Mr Paul Davies, Mr Chris Finney GC, Ms Sue Mackenzie, Prof Ali Ansari.

#### **In Attendance**

Brigadier Justin Maciejewski (Director, National Army Museum), Ms Lizzy Sutherland (Clerk to Council, NAM (Minutes), Mr Mike Robbins (Army Chief Accountant), Mr Chris Horner (Chair, Members Advisory Group), Prof Helen Parr (observer).

#### **Item 1. Council Administration**

##### **Item 1.1 Chairman's Opening Remarks**

Prof Helen Parr was welcomed to the meeting as an observer, she will join Council in November.

##### **Item 1.2 Register of Members' Interests**

The Register was made available in accordance with Charity Commission advice and the Director made an addition.

##### **Item 1.3 Apologies for Absence**

Apologies were received from HRH the Duke of Kent, Lord Roberts of Belgravia, Brigadier Nick Doyle, Mrs Sabine Vandembroucke, Mr Rich Hughes and Mr Mike O'Connor.

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

The minutes were approved, with corrections to attendees.

The Director talked through the action tracker and confirmed the Ministry of Defence (MOD) had approved all Council Member extensions.

Chelsea History Festival will run from 25-29 September this year, There will be a Chairman's Reception similar to last year. The last reception recruited 4 new Patrons.

#### **Item 2. Director's Update**

##### **2.1 Performance**

The Director shared his performance dashboard slide. Many visitor attractions in London remain down by 20 - 25% on 2019. NAM expected to land at approx. 75% of pre-Covid footfall, although the last 2 months had been encouraging. It will be a slow build over the coming years. A Member asked if it was still useful to refer back to pre-Covid numbers as the World had changed and numbers may never return to those levels.

Chelsea Heritage Quarter hired Ms Nadine Thompson to drive the charity forward with neighbours and Cadogan. It will launch in September 2024 to coincide with the Chelsea History Festival.

There were headwinds with NAMTL. The Director was confident about turning NAMTL around this year.

Public programmes saw a drop, but this was due to the re-baselining of numbers which previously included some general footfall who happened to visit the Museum when a public programme was taking place.

Structural changes had been made.

NAM was making good progress with recruiting new Members & Patrons.

## **2.2 Strategy**

The draft strategy had 3 workshops involving Team Leaders, the Senior Leadership Team and members of staff. Everyone bought into the vision and values, across the teams. A Trustee stressed the importance of communication, making individuals understand their place in the plan was critical. Members found the document refreshingly short and clear. Council approved the overall direction of travel.

## **2.3 Financial Framework**

The Army Chief Accountant was thanked for all his work on this document which covers international engagement too. Members were comfortable with the addition on how the Army can increase public engagement. The Director was satisfied everything aligned with the strategy. Trustees agreed it was a good document.

## **Item 3. Business Plan & Draft Budget 2024-25**

The draft Business Plan was 85% complete, with all the elements in the Financial Framework yet to be integrated.

The draft Budget had been approved by the Performance, Audit & Risk Assurance Committee (PA&RA).

There was a significant effort to keep premises costs as a broadly flat line. The London Living Wage was a massive hit to the budget. Staff costs will see at least a 2% pay-rise next year. A certain percentage of staffing gaps will be assumed. Marketing was protected to drive footfall in the coming year, along with website development, which is progressing well. Programme spend had been reduced as it does not generate income.

## **Item 4. Updates from sub-committees:**

### **4.1 Development Committee**

Regarding the Sandhurst relationship, the team were taking the necessary steps to achieve IRO status in the coming years. This year will see the Indian Army Doctoral Fellowship at the University of Greenwich. NAM's first Fellow Dr Hartwell will be finishing at Cambridge in October 2024. And the work on WW2 records with Kings College will be underway in the Summer 2024.

## **4.2 NAMTL Board/Enterprise Committee**

The Board wanted the right measurements in place going forwards. The Director was confident new leadership will turn this around. Members shared their frustrations with retail and recognised the need for improvement.

## **4.3 Performance, Audit & Risk Assurance Committee**

The Committee were all in attendance on 6<sup>th</sup> March where the 2024/25 Budget was agreed and a flat Grant-in-Aid for next year. NAMTL was reviewed along with pay increases which were unbudgeted. Brewin Dolphin will manage NAM's Capital Growth, so there's a slight change going forward. The Board was assured Health & Safety was well managed. 8 policy documents were reviewed, they were of a good quality and comments were sent to management. The main event was the National Audit Office who presented their 2023/24 Planning Report. The NAO was asked to revisit their fee as the scope of the audit remains unchanged.

## **4.4 Collections & Research Committee**

An extraordinary Committee meeting was held to discuss acquisitions. The new Collections Management System will be set up by October 2024 with completion of migration by end of 2024-25. The *Foe to Friend* exhibition closes in August and the next exhibition opening in June 2025 will focus on Victorian military art and include our Lady Butler painting.

The Council Chair thanked all the Committee Chairs and Members.

## **Item 5. Finance Summaries to 31 December 2023**

The Finance Summaries to 31 December 2023 were all approved at PA&RA and taken as read-

## **Item 6. Health & Safety Report**

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

## **Item 7. Tite Street Presentation**

The Tite Street development was presented.

Paul Schreier who Chairs the Development Committee will be the lead on this for Council.

## **Item 8. Any Other Business**

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