



Minutes of the NMRN Trustee Board held on 23 January 2025 in the PRG and via Teams

Present:

Sir Philip Jones	Chair
Mark Anderson (MA)	
Kath Biggs (KB)	(left at 15:07)
Andrew Burnett (AB)	(remote, left at 13:00)
Philip Dolling (PD)	(left at 13:15)
Colin Evans (CE)	
Sarah Humphrey (SH)	(remote)
Helen Jackson (HJ)	(left at 13:30)
Mary Montagu-Scott (MMS)	(remote, joined 15:06)
Jon Pentreath (JP)	
Ged Salzano (GS)	
Mike Scott (MSc)	
Alison Start (AS)	
Tom Wright (TW)	

In Attendance

Matthew Sheldon (MSh)	Chief Executive Officer
Andrew Baines (ABa)	Executive Director: Museum Operations
Sarah Dennis (SD)	Executive Director: Finance and Resources
Graeme Fraser (GF)	Navy Command (NC) (remote)
Helen Goodman (HG)	Navy Command (NC)
Richard Hatfield (RH)	Chair NMRN Operations
Becca Hubbard (BH)	Associate Executive Director: Marketing (left after agenda 5)
Helen McKenna Aspell (HMA)	Associate Executive Director: Fundraising and Partnerships (joined for agenda item 6.4 only)
Martin Quinn (MQ)	Chair HMS Caroline Preservation Company (remote, left after agenda item 5)
Nicky Tregear (NT)	Head of Governance and Assurance
Ollie Turpin (OT)	NMRN Youth Advisory Group Representative (remote, joined 12:30)
Michael Johnson (MJ)	Johnson Banks (joined for agenda item 5.4 only)
George Wilson (GW)	Head of IT (joined for agenda item 6.2 only)
Dominic Houghton (DH)	Rock IT (joined for agenda item 6.2 only)

1. Introductions

- 1.1. The Chair welcomed MQ to the meeting, representing the HMS Caroline Preservation Company. MQ would attend up to agenda item 5 only.
- 1.2. It was noted that time would be needed for specific agenda items and therefore it was assumed that Trustees had read all meeting papers.

2. Apologies and Declaration of Interests

- 2.1. Millie Tomlin Davies from the Youth Advisory Group sent apologies.
- 2.2. There were no new declarations of interests.

3. Minutes of the Previous Meeting

- 3.1. The minutes of the 29 October 2024 meeting were **approved** as a true and accurate record.

4. Matters Arising and Action Grid

- 4.1. The actions outlined within the action grid were noted. The ransomware attack had unfortunately delayed the completion of the outstanding actions, but the Executive provided assurance that they were being progressed.
- 4.2. An update for action points one and two would be provided during the meeting.

5. Strategy Session

5.1. Strategy Update

- 5.1.1. The CEO took the Board through the current position of the NMRN. It was important to retain momentum and align the strategy with the 10 year financial plan and capital programme. The Board agreed. A timeline on finalising the strategy would be shared when available.
- 5.1.2. A design document would be provided that supported the new brand. The new brand and strategy would be launched together after the April Board meeting.
- 5.1.3. The Board asked for an opportunity to consider the proposed staff values prior to them being finalised.
- 5.1.4. The Board asked if the headline targets within the strategy were engaging and adequately reflected sustainability and key messages. The targets should demonstrate links between the RN and the NMRN ambition. A section outlining what the NMRN had achieved to date would also support the story.
- 5.1.5. MSh provided an update regarding the HMSVPCo strategic intent and was further discussed by the Board noting that it had to align with the NMRN's strategy.
- 5.1.6. The Board **noted** the update and would feedback to MSh any additional comments OOC.

5.2. 10 Year Capital Programme Overview

- 5.2.1. A 10-year overview of aspirations for capital projects and related fundraising was presented for discussion.
- 5.2.2. The Corporate Plan and business planning process would review and balance all projects and competing demands on resources, fundraising and cashflow going forward.

- 5.2.3. The Board supported the recommendations made relating to current capital projects.
- 5.2.4. It was **agreed** that it was essential to develop a Historic Ships Endowment Fund and the Executive would progress within the Strategy.
- 5.2.5. The Board noted:
 - That the delivery of the Capital programme impacted revenue budget assumptions.
 - The capital programme had to be realistic and based on what could be funded and the resources available to deliver it.

5.3. Brand Update and Decision

- 5.3.1. The Board considered a presentation of the two brand options that had been shortlisted from audience consultation and RN feedback sessions.
- 5.3.2. It was agreed that the branding decision had to be strategic. The Board agreed fully with the language and tone used for presentation of both brand options as this provided a verbal identity that was cheeky but captured both the intellectual and emotional audience. It was a modern voice that told a story confidently.
Action: Follow up session to be held to consider additional audience testing.
[Post Meeting Note: Meeting was held 24 January, and note issued to Trustees on 29 January setting out additional quantitative testing and re-engagement with Trustees over final choice of creative identity.]

6. CEO Update

6.1. IT Security Project: Interim Report

- 6.1.1. The Board considered a report on the recent ransomware attack. The team continued to ensure recovery and were commended for their collaboration and leadership. Impact on visitor activity had been minimised.
- 6.1.2. The Board considered a paper on the IT Security Project and agreed that the NMRN should follow the National Cyber Security Centre (NCSC) Cyber Essentials security standards. An options appraisal would be completed for 'on-premise' and 'cloud-based' IT Security infrastructure and solutions.
- 6.1.3. Of the recommendations within the report, the Board:
 - **Noted** the update regarding the cyber-attack.
 - Considered the proposals to rebuild the NMRN's IT systems and **agreed** that Cyber Essentials was the minimum standard for the NMRN.
 - **Approved in principle** the release of free reserves for infrastructure investment
- 6.1.4. The Board agreed that the project would be included within the risk register and corporate plan and the Audit and Governance Committee would monitor progress on behalf of the Board.

6.2. Financial Reports

- 6.2.1. **2024-25 Current Financial Position:** The Board **noted** the financial reports for 2024-25.
- 6.2.2. **2025-26 Proposed Budget:**

- 6.2.3. The 2025-26 budget, including proposed drawdown from free reserves, was **approved**. The Board acknowledged the need to address the growing challenges relating to conservation of ships and buildings.
- 6.3. Project Update: Boathouse 6 Royal Marine Experience
 - 6.3.1. The Board received an overview of the project, the funding secured to date, and the actions being taken to connect with key stakeholders. The project work was progressing well but continued to be delivered at risk until full funding had been confirmed.
 - 6.3.2. The Board remained confident in the project and agreed to continue with the plan.
- 6.4. Health and Safety Report
 - 6.4.1. The Board **noted** the report.
- 6.5. The People Summary report
 - 6.5.1. The report was **noted** by the Board.

7. Governance – Feedback from Committees

- 7.1. NMRN Operations
 - 7.1.1. The Board **noted** the report.
- 7.2. Audit and Governance Committee
 - 7.2.1. The minutes were **noted**.

8. Any Other Business

- 8.1. Key dates for stakeholder events would be shared with trustees prior to the April meeting.
NT would share the updated trustee skills audit for all to complete.

9. Date of Next Meeting

- 9.1. 23rd April 2025

Signed:

Chair of

Date: